

EXPERIENTIAL DISCOVERY

7 PRINCIPLES FOR SHORT-TERM PROJECT

**Powerful Lessons
for the success of short-term project**

"why people are not successful of their plans."
KNOW THE REASONS WHY NOT GETTING DONE

Byeongchea Seo

7

PRINCIPLES

FOR

SHORT-TERM PROJECT

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PREFACE

Melvin University established in 15 months **short term project**

(May 9, 2020 - August 14, 2021)

Characteristics of short-term projects

I have done long-term "ministry"(15 years) and short-term "projects"(15 months). What is different between the two characteristics? As a keyword, the short-term project was "Sense of Urgency". The long-term ministry was "Long-term Leadership". I will talk here about the completion of the "Short-term Project" through my experience.

Short-term projects should literally be completed in a short time. Therefore, you should be quick to judge and not think for too long. Motivation to mobilize people should also be strongly communicated in the short term. A short-term project needs external compelling force.

It is the role of a leader to create an internal automatic and spontaneous motivation(impelling: willingness, I wish to do). That is why all energy must be mobilized. There's no room for sidetracks. Even a small amount of energy cannot be wasted on unnecessary conflicts, competition, and unproductive things.

It is sometimes too much to do so, we can't care about anything else, so we have no choice but to neglect our family sometimes. We can never accomplish a given task with everything.

We must be crazy about the ministry we are given. According to the book "Built to Last," written by Professor James Collins of Stanford University, successful organizations, companies, and individuals are completely crazy about a given task. It used the expression cults-like. If we look at those cult groups, we're going to think that they're crazy.

As it seems, to succeed in anything, we have to be completely all-in and

crazy. The success of short-term projects requires great concentration, high leadership, and simple management, and it must be clear when it ends if added.

When we invest energy from concentration, people think, and they want to know when to finish. Our leadership, our energy is exhausted, but also the energy of the people we work with is also poured out in a short period of time. Longer and unlimited time investment is actually too much. So from my experience, short-term projects shouldn't last more than two years. The best thing is between a year or/and a year and a half. It doesn't seem wise to cross the year twice. If you say short-term projects after Christmas twice, you can't give trust to the people and there is a high probability that it will end in failure.

Melvin University in Kenya

Melvin University in Kenya was established in 15 months. I think there are many readers who can't believe it. However, this is true. It is not wrong to say that Melvin University was established in 15 months because on May 9, 2020 Ogillah and I talked first "let's make university," and eventually the opening ceremony was held on August 14, 2021. This is true and was followed.

On May 9, 2020 (I remember the exact date), Pastor Ogilla, head of the Lay Pastors Ministry institute in Kenya, received the English materials that I sent him (pdf file) and said to me, "This will make it possible to make university." I answered "...probably in 10 years.?" Then he immediately replied, "Five years is enough." Actually I didn't have any other ideas, so I said, "Then it's hard for you alone, so make a team and get together."

So Pastor Ogilla gathered several people and gathered every day to proceed with the goal of [establishing a university]. At that time, I suggested not to involve too many pastors, but to gather pure laypeople and start, and a steering committee was established with truly pure lay believers. Later, I came to Kenya at the ground-breaking ceremony, where too naive people gathered as the steering committee. There were no people who graduated from college, and almost only elementary school was the mainstream of about 10 people.

But I didn't care about that. It wasn't whether I had skills or not, but whether I studied a lot or not, but whether I really wanted to establish a university was my key. However, seeing them gather from the beginning, they literally gathered with only that passion.

Their goal was the ground-breaking ceremony. As I had never done anything about architecture, I began to focus only on it, thinking, "Should I dig the ground?" So, we have to decide on the deadline as we proceed, so we decided on December 4th and Saturday.

As a result, Pastor Ogila's friend Jacob(now director of Administration in Melvin) joined around October because of his good administrative power and began preparing documents for the establishment of a university. The land was already 6 hectares that Pastor Ogila inherited from his father, so there was no difficulty. I remember sending about 200 U.S dollars a month for drinking beverages and refreshments every time I gathered money, and sending about 300 U.S dollars for months because it took months to leave the establishment documents to be submitted to the Ministry of Education. At least it cost only 2-3000 U.S dollars.

Anyway, the ground-breaking ceremony is ready. So I went to Kenya from Korea. It was my first time establishing a university, my first time building architecture, and my first time visiting Africa. However, I learned something in my own way, so I started and proceeded without much concern. There are a few things to summarize: Begin from the End. Don't stop, just keep the moment. Stick at Final Destination. Pray even when you can't, and proceed as it is (Brutal facts/Stimulate Progress). Don't lose your sense of urgency. There are several themes like this, and I held on to this and continued. Upon completing these short-term projects, I thought, "Are you a leader?" Under the title "Are You Leader?" They often write English books and teach them locally.

Let's briefly look at some of the above here;

First, if any project needs to be completed in the short term, it is

argued that it should start from the end. (Beginning from the End). The reason is that researchers confirmed that many people in the world passed away with little achievement of their goals. Isn't there a saying that it's a short-lived resolution? For a long time, the most regrettable number one when people die is "when they leave without achieving what they want to do." It is believed that almost all of them end their lives like this.

He suggested one way, and he told me to start from the end. In a way, it is both biblical and a general expert's suggestion. In other words, it is a suggestion to hold onto the goal, not let go of the vision, and focus on it. Then why can't you start well and reach the end? For example, suppose 1 is the starting point and 10 is the last arrival, the destination. Usually, schools teach and learn to start from 1 and do it in order of 2, 3, and 4, that is, sequentially.

But the problem here is that people put a lot of energy into 1-2-3, that is, there is no energy left to reach 10, and 10 seems too far away, so they give up almost before 4. Don't you think so? So start at 10 and move freely between 1 and 9. This is an absolutely necessary method for short-term projects. Long-term ministry is a little different for long-term ministry.

Anyway, the establishment of Melvin University followed this strategy. That's why I was able to finish in 15 months. I only applied this because I learned it long ago. There are a few other key factors, strategies, but if you add one more thing, you should always stick to your final destination (Stick to the final landing spot). The reason is that if we don't do that, there are always temptations that distract our attention, so there is a possibility that our destination will be blurred or lost. Anyway, thanks to this kind of prior understanding, the ground-breaking ceremony of Melvin University ended well (December 4, 2020).

But the problem began after that. The ground-breaking ceremony was held, but as if the radio was turned on, but there was no sound, as if the electric switch was raised, but the electric light was not coming in... The ground-breaking ceremony was held magnificently, but there was no next.

The truly boring and frustrating time has passed to December and January. I didn't know what to do either. However, at that time, there was already a good understanding, so the method was applied. In other words, it was an ordinary truth that every change required process and time. I already knew this. In other words, it was called "Ending-Neutral Zone-New Beginning," a process of change. This was an absolute discovery for me. It was a book called Transition: The Most Change, written by William Bridges. The most brilliant idea in this book was the Neutral Zone. In other words, it is necessary to pass through this intermediate zone when a new one begins after finishing the past one.

In the end, the fact that many attempts to change end in failure is also a disproof that this second process has not been taken seriously. I read this book and was already ready, so when reality was difficult, I decided to accept that it was entering the Neutral Zone. However, the reality continued to be difficult. I was prepared in my mind, but in reality, I was at a loss. The money was not ready, and only time went by.

Three boats at same time. We are here, present in Neutral Zone, so people, our staff was also wrestling what to do next...we forgot the past, let go, and jump into the midst of empty, quiet place...finally we work up and found the door to get out, which means major change our course, of course based on the past resources, even when we were in the Neutral zone, we have moved into new thing, new direction which means new Beginning.

In retrospect, we changed twice; first minor change, and then major change, without those renewed directions, a new beginning of another adventure, upgrade is not possible, and we will close down our ministry and organization finally.

Luckily, LPM Korea got on the right track, I mean shift to schooling, moved forward slowly and smoothly. How? A few things: Leader's mind is important, and it gives energy to the new direction. And God shed a new way for the future. Our staff understood what it

is and the reality of the near future and also responded from the people, especially Dr. Melvin's encouragement all the way. I think we were in the midst, at the neutral zone for about 2-3 years, in those years we were in the three boats at the same time: Letting go of the old one; Neutral Zone and New Beginning. And we have passed these nicely, so we are going forward now where we have to go.

However, at the end of January, a pastor from an acquaintance church in Korea contacted me. After hearing the news, he said he would build a university chapel. In fact, the Ministry of Education suggested to us that in order to open a school as a university, about 100 pyoung=330m² of university chapel and three classrooms (10m² each, 300m² in total) must be prepared to open the school. Therefore, the news of building a university chapel was like welcome rain on dry land.

Moreover, Kenya, and moreover, the place where our school is located is Oyugis, and it is hot all year round because there is a sign that the equator passes nearby. The 35-degree heat comes in December and January, and the construction is not going on despite the hot weather, so the question of "Why should I be here?" continued to pour out from myself and from acquaintances in Korea. Why are you there when you can't even build.

The church, which promised to build a church, said it would send only 10 million won, so it continued to wait with only the foundation of the chapel. Even though I was a little skilled in waiting, waiting without any sign was a taste of death. Even though I thought I was pathetic. There have been voices of criticism in Korea, the United States, and even here in Kenya about whether to build a university without money or without securing finances. Even when I think about it, it was not a normal process. However, the idea of continuing (Facts/Progress, paradoxical and contradictory) remained almost unchanged. It was like looking only at the sky in the dry wilderness. It is reasonable because only the foundation of the chapel is set up, and only the time is waking up.

At that point, it is time to extend my visa. Should we return to

visa maturity as it is, extend and wait longer? They were just urging me to return home because I couldn't do it in Korea. However, most of the school officials here have to go back after the construction of the visa extension. He extended his visa due to twists and turns and returned to Korea in April. I was in a situation where I had to return after only a tenth of the construction and go back. The classroom architecture was only marked with location, and the chapel was only based on the foundation.

When I arrived in Korea, my face turned completely black, and people were disappointed that I could hardly do it because I had just started construction. But since it started, what should I do? But two or three weeks later, people began to inquire. They were curious about how much they needed. People began to feel urgency (sense of urgency). I knew well that people wouldn't move without this.

So, after two months from April to May, the construction proceeded with a lot of fundraising, so I came back to Kenya to finish it. However, due to COVID-19, he gave up his visa for only a month and reported that the school would open at the end of July when he returned home in July.

However, until returning home, only 80% of the construction had been completed. However, the Ministry of Education said that we should complete the construction by July and open the school in August, otherwise it will be January 2022 the following year. Therefore, when returning to Korea, the conclusion that it should not be more urgent, that is, it remained firm. Of course, there were also opinions that the school should be opened slowly. But I didn't hear such stories. Because I had already learned that when I made a plan, the timetable was clear, so that the date should be clear when it ends and when it arrives at the destination.

So, the date of the Inauguration ceremony was decided to be July 31, and on July 26, I decided to fly with two other pastors and was going to Incheon International Airport. One person took a bus from Iksan, and the other person came to the airport by car from Yongin. The departure flight to Nairobi is close to midnight. I promised to meet at Incheon International Airport at 8 p.m.

But I was taking the Olympic Boulevard near Yeongdeungpo by bus, and I got a call from Ogilla, Kenya.

The contents, that is, due government inspectors came out from the Ministry of Education, and the opening ceremony at the end of July was not allowed.

I was really at a loss. All three got visas, completed the COVID-19 test. We bought a plane ticket and We are going to the airport, but the opening ceremony will not be held in a few days. So I called the two pastors right away, and the person coming from Iksan came up by bus and said, "What can we do? "Let's go to Kenya and find out more," he said. However, the pastor coming from Yongin said that he had not left home yet, and said, "Why do you work like this?" He even said, "Do we need to go when we can't even start school?"

But what can we do? We bought all the plane tickets. In the end, we started fighting... Anyway, we arrived in Kenya. As soon as we arrived, there were so many complaints. Not only me but also Ogillah was scolded a lot. Anyway, we slept first, woke up tomorrow, and said let's talk more, and that's how the arrival date ended like that.

The next morning, we gathered together and discussed, and opinions were gathered to ask "how much more do you need and give some time to the Ministry of Education." So, the money needed began to be called here and there in Korea, and the Ministry of Education gave us two more weeks, so we got permission to supplement and open the school on August 14, diligently finishing the rest of the construction, and the first class began the week after.

As you can see,

Anyway, Kenya's Melvin University was built in 15 months, and after the simultaneous opening ceremony with approval, classes are currently going well. It was possible to be completed in such a short period of time by mobilizing God's special grace and wisdom given to man, and summarizing some strategies:

First, the firm goal was clear. There was no shaking about it. Second, the result, that is, the energy from the end, was concentrated

there. I didn't waste too much energy in the beginning stage.

Another is paradoxical, but at the same time, it was clearly aware of the difficult reality, and at the same time, it continued. Sometimes it's fast like a rabbit, sometimes it's slow like a turtle, but it keeps going. Sometimes like a 100-meter sprint, other times like a marathon.

Finally, it was motivation, which was transferred to external request and internal impulse, sponsored by more than 20 churches and individuals.

In this way, it was also an opportunity to learn how short-term projects were completed.

Introduction

KNOW THE REASONS WHY NOT GETTING DONE

*I have found some criteria from the above personal experience for completion of Melvin University in 15 months, so I will call them, 7 **PRINCIPES for SHORT-TERM PROJECT.***

I want to write a challenge for leaders, especially for today's leaders. I used to get questions in my mind, "Why aren't people getting ministry done completely?" I read one book, *The Path of least Resistance* (written by Robert Frize, 1984) many years ago, even translated it partly and taught at PACE International Seminary (PIS) in Nagaland, 2015. He started the book with the questions, "why people are not successful in their plans." He wrote many things about why, the reason. It has also become my own question since then. So I have learned from my ministry experiences, then to suggest in this book of twelve elements which is not to failure but for success, e.g., *Getting It DONE* completely. Of course these are my findings from resources and also with my field experiences: 20-years of Lay Pastors Ministry in Korea and helped to start, settled one seminary (Nagaland India), and now completed Melvin University in Kenya.

The seven elements, called PRINCIPLE which I found are this: 1) The matter of Choice. 2) Beginning from the End. 3) Gain Momentum. 4) Stick at Final Destination. 5) In-flight Motivation. 6) Brutal Fact/Stimulate Progress. 7) Level5 Leader. As you see this is not a perfect order to make it, but I just put my thoughts into progress.

I will summarize here briefly what they are.

Principle 1 The Matter of Choice This is to decide what to do. My

case was easy to decide because the ministry came to me in the one morning, but other cases will be different. We have to decide ourselves what to do with prayer, and God will be give us what to do, then we have to getting that ministry done for God, for people.

Principle **2 Beginning from the End** Maybe this is not understandable to you. Why begin from the end not from the beginning? The reason is this and that was true from my experiences. People put a lot of energy to start up. For instance, if our ministry journey is from no. #1(starting) through #10(ending), most of people tend to stop or give up at number #3rd or #4th stage, because they used up all of energy up to here, e.g., beginning stage, so no energy to keep on going to the number 10, e.g., to the finish line. That is definitely true. Look at people around you, so final goal is far from their sight and says, "that's not mine but someone else." So starting from the end is more wise to complete.

Principle **3 Gain Momentum** This means we need to keep on going "continually." No need to go very speedy but should not stopped it, even moving forward slowly. Sometimes they are becoming sprinter, another time becoming a marathoner; sometimes like turtle, but never stop it.

Principle **4 Stick at Final Destination** People are easily to forget where they are headed, where is the final spot to landing, so leader need to remind them always where is the Cannon land. Even God promised the spot to reach, people are wandering.

Principle **5 In-flight Motivation** As you already know there are two kinds of motivations: To start up and to keep in going continually. Mostly people are saying only motivation to start up, that's why many books on leadership is written for the beginner not already matured ministry.

Principle **6 See Facts, but Progress continually** These two look paradoxical. Reality and facts are terrible, and then how we keep on going? Actually these two are not matched at all, by the way we can't discard any one of these. Sometimes facts are more important than dreaming. Know the facts, see the fact but also keep on going.

Principle **7 Level FIVE Leader** There are five levels of leader what Jim Collins pointed in his book Good to Great. (in page 20). He said the highest one is level 5, which implies both sides in a coin, "humility/professional". I will write more in details later.

Appendix **Built to Last** This is the title of second book which is written by Jim Collins. He had helped the readers from this book that how they it keep lasting. Actually I got this question long time ago before reading his two books. On my way to LPM/PACE ministry, around 5 years I got the questions, "what is the final ending of para-church ministry, so studied those ministries in the States. I found something from those studies. I will write more in details later.

As you see that these are the principles I found for successful short term project. Hope you get help from reading this book.

Byeongchea Seo

PRINCIPLE

1

THE MATTER OF CHOICE

There are three kinds of Choices. Above all the Primary Choice is the most important. Only one primary choice should be in place. The major job is to complete in our life. Other many things are secondary.

So there are many maybe thousands of secondary choices in the world. Third choice is fundamental choice. Even we had wonderful primary choice, and many secondary choices, but if fundamental choice is weak and in problem, our two choices are not working very well, and in the end it fails in vain. The third, fundamental choice is to be honesty, and integrity. We have to be honest intentionally, because it is good leverages to support the previous two choices.

Actually this concept extracted from the book, *The Path of Least Resistance* (by Robert Fritz). Let's talk a bit more on the fundamental choice and then back to the our main topic Primary choice. Robert Fritz illustrated something interesting to the prominent people in the world. For instance, Pablo Picasso, Einstein, Eleanor Roosevelt, Marcel Proust, Eugene O'Neill, William Faulkner and Giacomo Puccini, so on.

Those people were failed study, school in the early ages, so they are in trouble schools, so their teacher have negative about their future. But as we know each of these young grew up to become successful and prominent creators in the world. Why? There are many things Robert Fritz pointed the reason, but I can say one thing for sure is their parents taught them to be honest, in my word integrity. So this fundamental choice is a foundation upon which Primary and Secondary choices rest (pp. 187-188). Is it makes a sense to you? I hope so. It was helpful to me personally so introduce it in this book.

Now we got how important it is to get fundamental choice. Then Let's shift this concept to our main issue that to decided ONE Thing for success in our ministry, called here Primary Choice. What is that mean we have to choice One Thing? We human beings are limited: time, energy, finance, and resources, so on. We can't many things with those limited resources, so decide One Thing is more wiser.

You might know the story of Fox and Hedgehog. One day they fought each other, and in the end Hedgehog won the game. Why? Fax know many things, but Hedgehog know only one big thing, so it concentrated every energy on to there, One Thing. Actually I read this story in the essay book, *The Hedgehog and the Fox: An Essay on Tolstoy's view of History* which is written by philosopher Isaiah Berlin (published in 1953).

According to his findings there are two kinds of people in the world: One is hedgehog style, e.g., try to do only one major thing in their life, another one looks like foxes, they know many things. So they try to do many things in their life, and in the end their life become mediocre. Of course this is my personal paraphrasing, but I am sure it makes a sense for us today.

Once I read this essay and talk about this at seminars, it reminds me of Dr. Melvin always. He chose one thing, Lay Pastors Ministry, so focused on there all of his energy and committed to getting it done. Finally he made it. He was only person to make this ministry in the United States of America and now into the all of the world. He selected one thing, focused on there, put every energy into there, so

must be successful.

Yes, there are so many temptations to distract our attentions. What do we do, and it totally depends on our choice, our determination. Do you want to make many things but to be mediocre in the end? or success to one thing in your life, e.g., you are only one person in that area in the world. It's up to you.

We'd better to talk more on the Fundamental Choice. I think it is same important to the Primary Choice. This was called just Third Choice, but it is not meant to third important, just Fritz wrote for calling to write.

Anyway, Fritz mentioned it is "the States of Being." You know what is that mean! Let's borrow Dr. Melvin's approach in this way. He said at PACE Training Manual, "we need to be trained in two: Doing & Being. He said more, "Being precedes than Doing."

I can say here that Doing is important but without being a good person, our doing is not making it or less effective as you know. First Two Choices are on Doing, e.g., Primary and Second Choice. Yes we can choices a lot, but need to understand we need to be a good person. I mean "Being." For instance, honesty, integrity, emphatic listener, so on. There are many resources to preparing us to be a "Being."

But the sooner the decision the better. Why! The reason may be simple. After making a decision, it can take tens of hours, months, or more, or a lot of energy, so it's not wise to spend too much time and energy deciding.

Usually, the problem is not in the decision, but after the decision, which means it comes from a failure to practice. That doesn't mean you shouldn't think at all when you make a decision. If you look at books written by veteran experts, you will find they are very assertive about this. The decision is to be quick. Of course, it is not good to decide to do dozens of things.

People who don't make a good decision and spend too much time thinking about whether to do this or that are indecisive. Even so, anyway, a decision must be made. Once the direction is set, and then people around you like to see it.

I don't think it matters much whether your decision is right or wrong. The decision you prayed for and thought about is correct. You don't have to worry too much about what others think. However, using too much time and energy to pay attention is a waste. All decisions are considered correct unless they are robbery.

If that is the case, we can proceed. There is no need to reflect on the decision after it has been made. It is wise to just proceed. You don't need to ask anyone about the validity or future possibilities of your decision. On the contrary, it only hinders your progress. You just have to work hard to proceed. A newspaper reporter once asked Rev. Robert Schuller how he was so good at ministry, and he said simply, "I just worked hard."

Decisions are an instant, but its progress takes years, and there will be a lot of time, and also trial and error to make into reality. But all comes after its decision. Of course, it happens after a decision, so it's not a problem.

As there is a saying that a good beginning is half done, it can be said that making a decision has already been achieved to some extent. This is because decisions are directly linked to execution. After making a decision, people around you not only look forward to and wait, but also start thinking about how to help you. You can take the first step of action after making a decision.

I am saying that it is more important to act, practice and proceed. The decision is just in the starting stage, so don't hesitate too much there.

Our energy where we can get results. It means that we don't waste energy and time on what's not our main stream, which are other things. We have to Concentrate what we need to get the results that were planned. Our energy is not unlimited. Do we need to get results? expected? Actually its fruit is of sweat, of labors, of pain, and our trial & error. Also need the ability to decide...yes...so on..

My case? I used all of my energy to do LPM Korea, so I have some results because I have concentrated fully on what I have to do and what I expected. There are two kinds of purposes in the light of

a leader's competence : 1) only ONE ministry is possible: 2) ONE major (as a leader); and then two to three minor things (as helper).

We need to develop our capacity....competent..but how? We have to come down to the earth, which means here and now what is to do. Don't just dream. Every dream is too often and too much at same time, that is why those dreams do not come into reality.

Hence, we need to discern when, where, and what energy to put in. Of course we need to be trained on discernment which means correctly to be decided.

Least resistance. Why do we need to get primary choice which means one thing what we decided? I think one good reason is to make the least resistance! If we want to proceed smoothly, there should not be prevented which is our moving energy should be more stronger than the prevention. I am not saying here the power game, but rather structural lineup. That's why we need all of our energy to focus on the one thing, the primary choice in the world.

Anyway, we need less resistance, e.g., "least resistance." To avoid failure, we need least resistance. Of course, as we know, there are many resistances while we are moving forward, but it should not be big and major resistance, that's why we have to be wise 'not to invite unnecessary dispute, useless conflicts, unhealthy discussion, unhelpful inputs in the course!

Am I have choose right one? Yes, generally I did. From the beginning I choose the Lay Pastors Ministry, of course it was given by God in the one morning which was through Dr. Melvin...actually luckily I met right person and right book which is suitable for today's ministry for all over the world.

I choose to make school at overseas. Actually I wanted to build it in Korea but I think now God's plan was different. I failed it but God restored my disappointment. Actually I didn't know anything about schooling then so better to postpone a little later and at different spots. I am grateful to God now he led me correctly. He didn't despise me once I made a mistake. Through the first attempt, even not getting done, I have learned many things, better to say I was

grown up through that trial-and-error, what I am now is based on that good experience. First, "Personal Effectiveness, 10/90 Rule." It talks about how important of planning.

Once we have done this, the Rule of 10/90 is here. It means 10 percent of time that we spend planning and organizing for one major project save us as much as 90 percent in getting the job done.

Another one is that as we know "Pareto Principle, 80/20 Rule." It talks about how important of activities on one major project. It means 20 percent of our activities on that will account for 80 percent of our results.

These two are saying that we need to plan and keep on going of one major mission or project, that makes more results than think many projects.

Goal & Purpose. Both are important, but PURPOSE is more important. Let's take a look. Goal is WHAT it is. We need goal. For me, when I was in Korea, the goal was to do Lay Pastors Ministry. That was clear. AND then another one came to me. WHY it does.

Many people are failed in their lives. Napoleon Hill found it. He had studied 16,000 people and nearly 95 percent failed. The main reason he found was they didn't have PURPOSE...only 5 percent had purpose and they also defined plan, then they succeed.

To get the goal of life is significant important. ..and many people have it, but one thing they didn't have it was not having the purpose what they had goal. So we need clear purpose: WHY I am doing this? The definite reason.

If so, why the Purpose is more important than goal? Yes, definitely need the Goal, select What to do in our life, but we need to grasp the reason why do this, GOAL...for something to do...that makes us to go longevity. I found it many times that longevity is very important. Personally I have done Lay Pastors Ministry for more than 15 years. I am thinking now I had clear PURPOSE, "to help Korean Churches. It was really clear, WHY I am doing.

Choice in faith. I chose the PACE ministry about 20 years ago. It's better to say I met PACE through Melvin's first book. It's also a

choice, and also the precious of God-given. The matter is how we have faith in our choice. For me, no options then, just was given me from God.

Many people today are saying "concentration & choice." Good slogan, but the question is, "how much do we believe in our choice?" Once I met P.A.C.E, there were already many people who have faith in it, in the world, just not only in the States. PACE was made by pastors & lay people together. It is exactly the ministry description that others don't have.

Many ministries have good philosophy and concepts and biblical as we know but sadly there is no ministry description clearly and memorably (not every ministry)...and even they don't do it persistently in the description..also nor branding constantly.

The reason is that they don't have faith in that "description," so no consistency naturally. The issue is how can we get the "faith in our choice." Only our self-satisfaction? NO.

We need some feedback about it: what was it to their life? how to PACE change their church? Why is it worthwhile for them? And what kind of phenomenon, once we use the choice?: confidence, self-esteem, making a difference in others. Did it expand the acceptance of the choice?: only two to three in the first, next hundreds? and thousands in the world? Does it make them better through our choice, our inner confidence? so on.

We need to get "meaning and worthwhile" what we do. 1. What's the meaning of PACE ministry in our life? There are two meanings: one to them, and another to us. 2. What's the worth of PACE ministry? We put, invest our energy, time, money, sacrifice, also we get a spiritual burden once we do PACing.

Let's think a bit more on the Meaning of PACE ministry first: To them (PACE-ee): They got to know someone, e.g., lay pastors deeply. Before they don't know anyone deeply in the church, but they know it. They feel real Christian love now. They had been some Christian friends but mostly surfaced and swallowed love. And now they feel they are a special person because someone thinks of them(PACE-ee) and prays for their well being. They might not think they are special,

before getting low self-esteem, but through lay pastor it was recovering now.

Once we select PACE-ee, e.g., flock family, the first principle is to select inactive people, and then marginal people. Actually, active people in the church have many friends that they belong to, so surely they have caring networks.

To us (PACE-er): a) Contribution for the kingdom of God; we are inspired from the pulpit that we have to live for God, for people, for the heavenly business. b) helping our church; every church needs people's hand in any area, and the pastor's request to help the church so they are proud that they are helping their church practically. c) Privileged chosen by God, Not everyone in the church is a lay pastor, but just some of them. So lay pastors themselves are happy in the church that they are selected people by God to do particular business.

And Worthwhile of PACE ministry...in terms of lay pastor. a) They feel that I am becoming a precious person because I am working for an important ministry for God. b) People whom I care for are happy, and so am I. c) Seeing the spiritual fruits of other's trees, it also makes me worthwhile.

Rewarding? Not financially but we feel valuable and worthwhile that is involved in this ministry; self-esteem, and a lot of credits for us. Sense of accomplishment. This is the natural desire of human beings to be.

Dignity of human beings in PACE ministry. What's a human being? As we know it is God's creation, they are equal from birth because they came into this world by God's grace through lovely parents so they have RIGHT to be treated as God's wonderful works.

But in this world, I mean worldly prospects, they are different. For instance some poor and others rich, some learned a lot and some un-learned under particular circumstances, some have nice and white jobs but some have bad and blue job as all we know, some old and some young even though we are all getting old, some are handsome and beautiful, but some are not. Some had nice family backgrounds and others had bad family backgrounds so still wrestling with it, and

some are superior but some are inferior in intelligence. We don't know why they do, but it's true...etc.

But we might see it in the light of PACE ministry: children of God, wanting to be better people, need to be cared for, and wish to contribute for God's kingdom. Laypeople have two in their mind: want to grow & want to do something for God. They want to learn new things, new skills, new relationships, new knowledge, e.g., "Eureka!" And also to do something significant ministry with those new knowledge, new skills, so that's the pastor's responsibility to fill up their desire.

How do we treat them in terms of human's dignity once we approach for PACing?: see their dignity, God's loving person, just showing our love and care through God's eyes. Actually people want to be people who are respected! worthwhile, the sense of usefulness, valuable to live in this earthly world. We. leaders always have to remember their these wishes as well.

Here I'd like to put the same level of human's Dignity and Divinity...yeah they are different words and different concepts and different meanings but both words have a good image: Dignity & Divinity. Dignity is the state or quality of being worthy of honor or respect. Divinity is the state or quality of being divine. So we might put these two as parallel if I am not too wrong.

Faithfulness. I found that SUCCESSFUL people in the world are performing more work and better service than that for which they were paid. What is that mean?

Dr. Melvin advised us long time ago, once we select leaders those who help us in ministry, he said the standard is FAT people. It is stand for: F-faithful; A-available: and T-teachable. It means Faithful is the most important to be successful in the ministry and for others as well. Why faithfulness could make people succeed. I think the main reason is that they are their best to the given job whatever it is, so definitely that job will be done successfully. And then people out there seen him, and they are willing to give him another higher job,

or even they tend to help him because they have seen not only his faithfulness but also his competent. This is really side-effects but good for their reputations for the future. Anyway they are innocent and not fakes at all. Also in the Bible, Colossians 3: 23-24, "Whatever you do, work at it with all your heart, as working for the Lord, not for human masters, since you know that you will receive an inheritance from the Lord as a reward. It is the Lord Christ you are serving."

Yes, whatever we do, we have to do as working for the Lord. This verse continues Paul's instructions to Christian "bond-servants," or slaves. The concept he presents, however, is phrased in a very general way. The principle applies to all believers, for all those we work for: serve as if serving God Himself. According to the next verse, this is for a good reason. Our ultimate rewards are with God, not the human beings we serve for only a short time. Paul echoes his teaching from verse 17, that Christian conduct should extend to all aspects of life, not just a small set of rules. As it pertains to servants, this might include cleaning dishes or serving dignitaries. "Whatever" includes any and all contexts.

Christians of all kinds are to work "heartily," from the Greek phrase *ek psyches*, meaning "from the soul." This implies the ideas of enthusiasm and passion. Demonstrating a good work attitude makes a tremendous difference in one's personal life and in our influence on others. As we see, in doing so not only from people but also God make us more higher and higher continually as well till to the top of that area. Personality, I hope our Melvin students to be successful in the future at any areas which were given to them through done faithfully. That is the ultimate target of Melvin University as a long races.

PRINCIPLE

2

BEGINNING FROM THE END

You might question, "why to start from the end?" My answer is: 1) If you start from the beginning stage, e.g., from No. 1, 2, 3 ...so on (to NO. 10), you can't reach to No. 10, I mean very difficulties to get there, the finish line.

Why, many people failed even they had strong determination because their energy is out at beginning stage, nearly around #3, 4. I believe you have already these experiences. That is why around 95% of people are not getting there. For instance, as you know people makes a decision to do, let's say diet, they start, and mostly stopped in three days. Sauna, Exercise, starting with good intention and firm determination, but stopping it soon. Maybe to master other languages is same.

You know this proverbs, "Resolution good for three days," We Koreans use this very much and also very often. Yes, only three days. Let's put here #1, 2, 3, then you will be burn out, far before the final destination, the finish line, and says "#10 looks very far from here, so

better to stop now, that is not our job.”

So the reasons all of these, I might say it's more wiser to start from #10, “the final destination” in your hand, then you can walking freely between #1 to 10, in the end you will find you are arrived in the #10. You got it.

This is one of many secrets to make it. For instance, to make school in Nagaland and Kenya were easier in terms of this strategy. We, I and principals over there started making school from the end, more specifically, we decided firmly “When To Open” the school. So we were freely walking between #1 to 10. Sometimes we were in the #4, sometime #9, sometime #8, so on. Anyway, we did not skip anyone of these 10 stages, but freely come and going in between. After all we covered 10 stages completely, but not in a row #1, 2, 3...at all. It depended one that needed at that moment. So it was easy to cope with any difficulties, any challenges. So two seminaries were opened successfully.

I am now adjusting this strategy to making Melvin's University in Kenya, actually not making but shifting seminary to university. We determined firmly to make university, called it #10, finish line, landing spot that we have already in our hand even though it is surely not physically but in our hearts. Not in here but it here in our mind, imagination, then show it to the people just like Real One. Yes, people need to see the same picture even it is not real one yet. That's in the dreaming, but its real in our heart, and clear plan in our imagination.

That's why I suggest you to start from the end, especially people want to the get the RESULT what they wanted. Of course people need to see what we are doing in No.1, 2, 3. If we don't #1, 2, 3, people won't believe us to getting arrived at final spot. When people see us through walking from #1 to 10, e.g., between them freely, then they say, “You can make it.” One of my pastor colleagues told me this, because I guess, he saw me in doing #1 to 10 always with passion, with confidence. And there is no reason not to do in this way.

Because many people tries but ended with failure, disappointed. There are so many this illustrations of failure around us. They had plan, passion, even prayer, but the process they had were not proper

to make it. That's "WHY" that I repeated it, "please starting from the end," in this book.

Wedding march and marriage life (metaphorical). Wedding march takes only half an hour in Korea, but as we know Marriage life takes many years, and some forever. Also it's honeymoon takes short period of time, but after that its tough and real life are waiting in front of them.

There is one monograph which was written by Dr. Melvin called "When honeymoon is over." What that mean is after wedding march, long and tedious process of marriage life is waiting and couple' s daily life is totally different from honey moon as they dreamed.

Some people marry very late because they look for right partner to the end, so 30's, 40's, sometimes more than late 40's..but still waiting for the right mate, and then people saying to them for comforting, "Every jack has his jill." Which means Every one have a pair of straws. But this is only lip service as we know.

Let's go back to our main topic what I thought. I found once we are launching any ministry, we'd better to start "quickly," and then takes a "long process."

Some people are in reverse: start too late and then close down too quickly. I found these people are thinking too much and too longer.

I read one article and were written, "most of successful people start very quickly but unsuccessful people start slowly." Are you agree with it? I agree 100 percent through my experiences and search others. Let me talk about our ministry, that is Lay Pastors Ministry. Some Pastors are thinking too much I mean to check it out many aspects: possible or not, matches to our church or not, what will be its aftereffects, so on. Even everyone, laypeople are ready to take an action, but he is still wandering and thinking continually. In the end, sadly people's motivation are jumping into the bathtubs. Ended badly. Concluded that "our church is not possible to do anything, to be

growth now and for the future because...."

So my personal suggestion to you, "Start soon, and keep on going, processing longer." Then they will grow, learn, and grow again, then mature..eventually they will reach to the goal and landing the spot where they decided in the beginning.

Spending too much time before take an action is not wise. Just start right after brief-thought, and go forward it, then you will get there.

Vision Shard. Once we shared our vision or project, sometimes people are easily not accept, even the key people in our inner group couldn't follow that vision. Not interestingly but consciously and unconsciously we feel uncomfortable about that is not accepted. Then want's going do as a leader.

I have those conflicts in my mind. As I write this book, actually in this critical times on the way to the most important moments to come. I hope to get interim Certification of Melvin University in a few months. As I am writing now, thinking my mind, my heart, my leadership become more stronger and stronger than ever before. Actually, indeed it, then I can write something here for some helps to the readers.

The problem is that my colleagues in Korea will be hurted in this procedures. In one word, they are not ready to come along with me even we were together more than 15 years up to now. My try is going together, coming together, succeeding together.

The best one is to go together, to get it together until to the end of it. But the present situation is difficulty. The school is not in Korea but in Kenya, English speaking country, English speaking people, on top of that, ownership of the MTU project is upon to the principal John Ogillah and his Steering Committee definitely. I can't in collision with them. I want to see the success in this project, not in failed. So now this is my struggle.

Planning and preparation. I was very interested in these two things when I set up a seminary in Nagaland, India. In other words, we made

a plan and started preparing. These two words both are probably familiar, easy, but not taken seriously.

Usually, we decide to do a certain ministry or project, but now we plan. However, planning takes a lot of time and energy, but in reality, and often it is not possible to actually proceed with it. It's a long way from trying to put the plan into practice. That's why I am saying here, 'Preparation' is necessary before practice.

Preparation means that rather than preparing everything at once, as there is a saying that "when you light a candle at night, you can only see one to two meters ahead."

When I tried to start school in Nagaland, I talked a lot with Mr. A who was a student that came to Korea to study. We had known each other while LPM/PACE training together for two years in Korea.

We decided to set up a school, and we said "Let's pray" to each other many times. While praying, I read one article in a summary of a book made by the Auxano Institute in the United States, which seems to have been the title "Preparation is More Important than Planning." So after praying and planning, I said to Mr. A, "Let's PREPARE for now," and he understood what I meant and accelerated the preparation. The word 'plan' was no longer needed for us. The word and concept of preparation, and the [verb form] of "preparing" remained, and in fact, only that "preparing" was waiting for us. So as we continued to prepare, we were able to eventually hold the Opening Ceremony of the Seminary. It was the result of preparing steadily for almost a year. The plan alone does not produce results. It doesn't happen if we just expect something to happen.

In fact, we have learned and done a lot of things 'to make plans'. It's not that we don't have to plan, but the potential unconsciousness that planning itself is the end often binds us. In other words, it means that after planning, we need to focus more on preparation and put our energy into it.

Why is preparation important! Preparation is not a one-time slogan, it is not completed at once, and it is not a [static noun.] It is actually progressing by continuing to do something that has no end. Then one day, there will be a moment of ending that we have completed.

Anyway, once the preparations begin, we will get a lot of ideas, insights, and resources from both inside and outside. If we just 'stand still' to make plans, we can't see and find the resources around us. When we prepare for a goal, we will find a way, and when we do, people will help us.

Robert Fritz emphasized in his book, "The Path of the Resistance," that if we set one major goal and worked hard to achieve it, everything around us would help us. Because that's how people and things line up. This is what he called "structural dynamics."

Yes, God will be with us when we prepare for an important ministry. Planning alone is not enough. Many people make plans, but not many people execute them, and they no longer prepare in that direction, just standing still and waiting. Nothing happens, even if you planned very well.

Personally, I found out that this was true because it came from my own experiences. We can't complete it if we just plan and stop there. It's a sad fact that many people stop before preparing. Because they make a plan, and then they stop as if they've done it. Then they are killing time looking forward to something happening, and ask "What's going to happen!" but it doesn't actually happen. After you have planned, you should move on to preparation.

Networking for Nurturing. Why do we need networking? It should be for helping each other. By being close to each other we may help more, that's the first reason for Networking. Through networking, we could find out their strengths and weaknesses, necessity, therefore, we can deal with it especially if there are some weak points in the ministry.

I found that the main task of networking is nurturing each other. Yes, the purpose of networking is sending and receiving the news, and giving information, but more fundamentally, they are there for nurturing each other, so how can we nurture! As we know there were some steps for the progression in every church, so they have a

Training Manual on each step, for instance: 1) New member class, 2) Nurturing class, 3) Discipleship training, 4) Serve, and so on. They have a few weeks training course, mostly twelve weeks at each step in the Korean churches.

But nurturing may come from good networking in terms of ministry. We know there are many channels to get nurturing in our ministry: peers, coworkers, staff, board members, and phone calls, and also group dynamics, workshops, and so on. Therefore, we need to open our eyes and resources to get nurturing. There are many things around us, but sadly we, for instance Korean churches, only rely on the Training Manual, Classroom and Coursework, then they are given Certificates and proud of themselves having many certificates. They are satisfied with those completion and their courses: one, two, three and four levels.

I am not blaming those Training Courses or not saying that we don't need it. What I mean here is only classroom, book, and training manuals are not enough, because it targets our head to awaken, gives us some freshness but not going deep into our lives, perhaps all the rest of our life. This is the reason why the training Manual is ok, but try to get those in our blood and flesh, and also we need to understand through many channels we are nurtured. One of the major resources is networking, which implies many things. Jesus also used networking very well and there are so many incidents, and stories in the Bible, most of them are Jesus' Networking.

Adaptation to any ministries. This idiom, "beginning from the end," can be applied to every ministries, in every areas. Let's take a look how Jesus has accomplished the mission, "to evangelize the world." Did he begun from the end? Yes, he does. Of course he got the mission from God directly, e.g., #10 (out of #1-10) in my paraphrasing, so since then he needed #1 to 10 freely. How he made it and what was in between #1 to #10. He made team, but how did he call them? As

we know he told them, "I will make you as a fisherman for soul, for people." It was very fascinating to the ordinary people, and after all they became the fisherman and also a disciple of Jesus. This is #10, maybe #9. But, anyway they made it. How? Yes, they got final destination, thought from the end, the goal, e.g., where they are headed. That's this, so "begin from the end" is very important.

Did I successful? Since I thought this idea from the beginning, I think so because I followed the guidelines of experts in this area which means they found why people are failed to achieve their goal. This is one of secrets of successful but many don't know or don't accept this truth I mean correct strategy.

Am I failure? I am in Korea now. I came to Korea to rest for a while. I think I have exhausted because of the construction for Melvin University.

Now I am questing myself, Am I failure? Yes, some, but I found it is just feeling level, NOT in reality. If so what's realty for now?

Everything will be counting in the end. Present situation and surroundings are just one of necessary procedures, necessary elements I think, so in some sense without these happenings we can't grow, and in some sense, that's God's way to make it.

If so how can we use this difficulty and critical times? Just let down our hearts, and discouraged totally? NO. I am finding another opportunities comes again and comes from unexpected resources, unexpected people. So we better keep on going whatever happened around us. If acceptable that, will be ok. No acceptable that's ok. Leave it there and keeping going with prayer hearts.

Two kinds of approaches. I have read wonderful book. I am not criticize his suggestions, but continually were saying from the beginning to the end once we are pursuing some projects. Most of people and books approach this way.. just looks the truth. People believe this way always.

Beginning from the first, that's no.1. (Or) Beginning from the end, no.10 What's the difference of these two? Of course we can use both of these at one time, or in terms of situation, depends on the what kind of projects we are pursuing. Which one do have to use approach style when it is.

My case is that I have learned more urgent one we have to use second strategy, which means we have big project in a short of time, we have to

use the latter. It gives us definitely more sense of urgency. No loosened at all. Because it need our enormous energy and resources in a short period of time. Better to get this strategy in mind basically, and then time to time we can move here and there freely, sometimes no.3 to 4; other times move from no.8 to 7 which means flying all phases freely not stick at no.1 to 10 in a row. Life is not in a row at all, so the same at some mission, it should be artful to complete it.

Failure is Necessary. Rev. Melvin, the founder of the American Lay Pastors Ministry Inc., once wrote about failure. He presupposes that no one has ever failed. In the meantime, you can learn from your failure.

There are many people who have failed, and there are many who have succeeded. However, if you look at those who fail, it is often a temporary failure.

Thomas Edison as an example: Having enjoyed success only after numerous failures. Edison was criticized by his teacher as "too stupid to learn." But now everyone knows the name of Edison, who invented the light bulb. It took 1,001 attempts to succeed.

Walt Disney: The head of a global animation company has also had a hard time. He was fired from The Kansas City Star newspaper in 1919, and the magazine's editor-in-chief pointed out to Disney that he "lacks imagination and has no ideas to write about."

Vincent van Gogh: His paintings are now priced at millions and tens of millions of dollars. But when he was alive, no one was interested in his paintings. In 10 years, he produced about 900 pieces, selling only one. It's also very cheap for his friend.

It is said that there are two kinds of failures. Temporary and permanent failure. Temporary failures are forgotten after a night's sleep.

However, with temporary failures, they often brand themselves as if they were permanent failures, and sometimes they make extreme choices.

Temporary failure is sometimes seen as a blessing, an opportunity. It is absurd to say that God allows his loved ones to fail!

I talk lightly to you about failure at this point. I didn't think I should do it too hard, so I just touched it a bit. However, I think my meaning was fully conveyed because you read it. The gist of my story to you is, "Failure is necessary." It meant that you shouldn't have to fail, but if you failed, you should accept it. Furthermore, I even said that failure is necessary. At the same time, I also said, "Failure is the mother of success," because you may

be obsessed with fantasies(unrealistic) that everything will be possible in the future.

Furthermore, does failure really make a failure? Columbus, an Italian explorer who discovered New World America as an example. Because of that, we learned about the New World. But in fact, there was a time when he was imprisoned for it and waited for the day he was executed. It would have been considered a failure. Since then, however, his name has gained a lot of glory. His name was used as a regional name, and the official name of British Columbia in Canada, and even Washington, the capital of the United States, is Washington, D.C., or District of Columbia.

After all, the term failure is not an easy title to be given. There are many cases like Columbus. After all, temporary failure is considered a necessity for us, and for young people just like those who have a lot of future left.

Plan and Preparation. Which one is more important? When I was trying to start a school in Nagaland, I and Aloto talk a lot of it. We agreed to start a school, and then we talk with each other "let's pray for it" many times. While I am praying, I read one article from the summary of the book which made by Auxano. It titled "Preparation is more important than plan," I remember.

Yes, that is true. We have learned and done to make Plan very much. I am not saying that we don't need to plan, but I mean here we need more focus and put energy to the PREPARATION after plan. I am writing this in my book, this is also one of my preparations, not just a plan. I think we need to prepare something in the entire of lifelong, because it makes us to be alive and also to move forward to some goals.

Why the preparation is important! PREPARATION is not one time slogan, not one time a big shot, or noun at static, but it is actually doing something continually which is no end. Of course, there is an ending moment someday when we have completed. Even that time, we need to prepare another one that we made plan.

And once we are in preparation, we will get many ideas, insights, resources from inside and outside. Only by stand still to plan, we couldn't see and find those resources around us, so when we take an action, e.g., preparing for some goals, we will find the way and also

people will help us.

It looks like, the book's comment, "the path of least resistant" by Robert Fitz. He stressed if we decide one primary goal and try, push that way, everything around us helping us to make it, because people and situation line up that way, that's what he called, "structural dynamics."

Yes, when we prepare for something important ministry, God will be with us. Only the plan is not enough. Everyone mostly makes some plan, but not many took an action, I mean they don't go forward anymore to that way because they stand still at the moment, and even though they do preparation very well, nothing happened.

Since we prepared a lot for starting the school, we found this is true. If we only plan and stop there, it is not possible to complete. That's the sad part that many people just stop before preparation, because they think too much of the plan already, and then wait something will happen automatically, but not that I know of.

When the honeymoon is over (metaphor). Dr. Melvin wrote this to compare ministry with marriage life metaphorically. I have used this metaphor many times and many occasions, especially at re-equipping seminars. The Lay Pastors Ministry and marriage have phenomena in common. It is a useful metaphor and truth for not only Lay Pastor Ministry but at all ministry as well. I have pasted his writings here directly but not full of them, just made it short because they are too long to read. You can transfer what you have learned from here into your own ministry.

The start-up of marriage is often idealistic, euphoric and unrealistic. The bride and groom have expectations that no human relationship can fulfill.

The discovery that one's partner is not perfect is painful. The reality of keeping houses, washing clothes and paying the bills hits hard. Undulating moods, not feeling well, heretofore unknown temperaments and habits are shockers. Disillusionment can settle in like a chilling fog at the end of a beautiful day.

At this point, many marriages break up. For such couples, what appeared to be love proved to be an illusion: a transient infatuation, romantic passion and physical attraction. Disillusion destroys the fragile relationship. Such marriages lack underlying substance.

At this point, however, instead of divorcing, other marriages mature. Waking up from the dream, the husband and wife can now see the real person across the table. And they begin to see themselves as they never saw themselves before.

Without losing the romance, passion and physical attraction their marriage matures into an ever-deepening relationship, companionship and endearment. They adjust to their differences and pool their strengths while growing old together. It is evident that their marriage is blessed with underlying substance.

Most Lay Pastors experience three stages in their ministry. Let's name them: (1) honeymoon (illusion), (2) no-moon (disillusion), and (3) full moon (reality).

Honeymoon (illusion). This is the start-up phase of the Lay Pastors ministry. After they are equipped and commissioned. Lay Pastors start "tending" their assigned number of church members. They begin their ministry wearing rose-colored glasses. Because they are inexperienced. Lay Pastors tend to idealize their caring role: Praying for their people faithfully, being Available to them, Contacting them regularly, and being an Example (PACE).

No moon (disillusion). Sooner or later the moon goes under the clouds; the honeymoon is over. Lay Pastors suffer ministry shock similar to the culture shock felt by people visiting another country.

They discovered that the task is neither as easy as they imagined nor as exciting. It becomes clear that getting personally involved with people and being there for them has a price tag. The delightful air of fulfillment, significance and usefulness is diluted by the acrid fumes of frustration and disappointment. Discovering that caring about people requires a personal and emotional investment as well as time and energy is not easy to deal with.

Some of the people assigned to them have problems which break their hearts. some lives is hopeless life situations which depress a

person who truly cares. There are church members who receive them with open arms, but the joy of this is soon neutralized by others arms that are closed. The pseudo politeness of one of two people thinly masks what eventually proves to be covert resistance.

Full moon (reality). To borrow from a mountain-climbing scene, there are quitters, campers and climbers. Some who get a realistic dose of the hardship quit. Others endure the hardship, climb a distance, look around and are satisfied with this height so they camp. Others glance at the top and keep climbing.

Most Lay Pastors keep "climbing" when the honeymoon is over. They climb right through the no-moon stage to the full-moon stage. Quitters perceive climbers to be people with no problems, doubts and disappointments. But climbers are people who go through the problems, are willing to deal with them and not run from them. Without losing the start-up passion, commitment and adolescent mix of awe and fear (which should always be with them), they press on to reach the height of mature ministry.

Instead of quitting as Damas and John Mark did, they follow on the heels of Paul, "I have fought the good fight, I have finished the race, I have kept the faith" (II Tim. 4:7). And, as Jesus told his Father, climbers will be able to tell the same Father, "I have brought you glory on earth by completing the work you gave me to do" (John 17:4). There are three primary marks of a mature, "full-moon" ministry: know what your ministry is, know your people, and knowing who you are.

FIRST, YOU KNOW WHAT YOUR MINISTRY IS. On the one hand your ministry is neither honeymoon nor no-moon, neither illusion nor disillusion. For example, instead of fantasizing unrealistically about P A C E-ing your people, you are prepared to accept whatever their response gives you, joy or grief.

SECOND, YOU KNOW YOUR PEOPLE. They are a cross section of the membership of your church. Some are Christ-centered; some are self-centered. Some are spiritually mature; some are babes in Christ; some are spiritual; some are worldly. Some are active; some are inactive. Some are open to pastoral care; some are not. Some have

overwhelming needs; others seem trouble free. Some are happy about their church; some are disgruntled. Some have an adequate support system; some do not.

THIRD, YOU KNOW WHO YOU ARE. You Know You are Committed. And your commitment is often tested. You are subject to disillusionment, the no-moon stage of ministry. You savor, doubt, fear and chafe under the burden. At times you are tempted to quit and at other times you are tempted to do only the minimum, just enough to satisfy your conscience. You don't like this side of you. But you are saved from making the unwise choice to quit by drawing renewed commitment and energy from the underlying substance. Your wavering is real, but so is your compelling desire to serve your Lord. To be mature in ministry is to "endure hardship like a good soldier of Jesus Christ" (II Tim. 2:3).

You Know You Are A Climber. You are not a quitter, not even a camper, but you keep pressing for the summit. At times most people's enthusiasm fades, vision dims, convictions waver and commitment weakness. In reading the counsel Paul gave to Timothy, we can assume that this young pastor also had those times: "I remind you to fan into flame the gift of God which is in you....;" "You then, my son, be strong...;" "But as for you, continue in the things you have learned;" "discharge all the duties of your ministry." The words fan, be, continue and discharge are "climbing" words. To be mature in ministry is to resist being either a quitter or camper and to be daily renewed for the climb.

And so, what happens when the honeymoon is over? Rather than quit, you accept the heartbreaks along with the euphoric. You are ever maturing in ministry because the hardships are teaching you new things about yourself, your people and your ministry. You are drawing from the love-giving energy of the substance underlying your ministry.

Commitments. I think there are some stages of commitment for longevity. First of all there should be a special case, special incident, or strong feeling inside something to do. For me, the third one was there. Something was very strong in my mind to do when I jumped

into this ministry. I think this is the first stage of commitment, kind of a promise to God.

The second stage is that meaningful to our life? I mean good work and helping others, and then I felt this is also meaningful to my life. If there is no meaning we can't keep on going and this is a sense of accomplishment. Good start and some small result there and see the people look happy, having joy in the ministry is important. I think this is the second stage, even small progress there we feel good.

The third stage is something different from the precious two. We are feeling something difficult, a roadblock, learning about humanity, ministry itself and get experiences from real field work, wrestling with some problems, but still keep on going, and then we feel we are growing.

I think there were some important moments for me to grow up. I read an article which was written by Peter Drucker, who said that if nobody is going to receive any benefits from any work, it's possible to succeed. It struck me! I am working for something now, but if I don't expect any benefits for myself from there it will be successful. It means we have to work for the ministry itself, nothing else. I understood what he meant because I was there, in the midst of ministry all the way, of course I understood it slowly and after many days. And also this concept became one of my lifelong partners; I question myself all the time, why I am doing these things for now, because God wants me to do this, nothing else. Through this concept, I have committed myself again and again to this given task for now.

Lastly, what is the last and ultimate commitment? I think it is "to accomplish what was given to us in our lifetime." Yea, and so we have to complete well just like Jesus who said at the end of his life: "I have done what I have to be done." Let's commit continually until the end.

What is the ministry? I'm an expert in para-church ministry. Not an expert in local church ministry. The word ministry comes from Ephesians 4:11-12, and in my 40s, I have been taught the ministry of the lay pastor from Dr. Melvin and have been doing it for more than 20 years. As a LPM Korea Institute, it was purely to help local

churches.

As I continue to emphasize ministry in school, students often ask, "What is ministry?" I was a little embarrassed then. Because I had never thought about the definition of ministry, nor had I ever questioned myself about it. I just took over from Rev. Melvin and worked hard. When they ask me "what my ministry is," I think it's compared with a secular job. In other words, what is the distinction between occupation and ministry? I thought this was the core of the student's question and tried to explain it to them, but I'm going to think about it more specifically. This is because when seminary students graduate, there are almost three ways in front of them: ministry, ministry, or world business.

What is ministry? I don't know exactly what it is. There seems to be no book written about it. But I think there's a clear difference from a secular profession, so let me say:

First, the purpose of ministry is not to make money. Of course, there are many by-products through the ministry, but the primary goal is not money. So all para-church ministry organizations should be non-profit, that's non-profit ministry. Of course, money is needed (I know this well), but if we follow it, it will soon weaken, decline, and eventually die because people see it as pursuing money, not ministry. If we devote complete energy and time to a given ministry itself, money will follow. But God can't make us rich because He only gives us food that is essential for ministry and for daily living (extremely my personal experience). He supplies bread and water while we are in ministry.

Second, the ministry should focus on the direction itself and people, not on maintaining the organization or institution. Ministry and people are primary, and other things are secondary. Most secular institutions focus on its "survival" rather than pursuing its "purpose." But the ministry should focus on people, which is the responsibility and mission of the organization's chief leader. They have to focus on the organization's purpose, and then the people who are involved and involved in the organization will think about its survival. I have also been very focused on our mission and purpose for the past 25 years.

And our members tried to maintain and survive our organization. In fact, I think this is a good system.

Third, it is important to develop software for ministry. The strength of the ministry lies in software development rather than hardware, which means that data should be developed. If we neglect them, it is difficult to expect the ministry to live a long life. That way, the hardware will slowly follow later. Of course, as a leader in ministry, we should think of hardware, but people should see that it comes after software, and that there is not only hardware but also software. With enough software, people will also be interested in it as they come and sympathize with the need to prepare hardware, an office or a building and schooling as well if necessary.

Finally, the mindset of a leader is also important. The leader of the ministry should be respected by core members inside. In other words, 1) Leader must devote his entire life to ministry. 2) They should be risk takers at all costs. 3) It should be a simple lifestyle that is not greedy for money, welfare, and wealth. I like to label them "sacrifice". They should be champions in being able to sacrifice and take risks.

When the honeymoon is over (metaphorical).The situation is very similar when the honeymoon is over and after the start of the ministry.

People are excited until they go on their honeymoon. After the wedding, two young couples go on a honeymoon filled with swollen dreams. When they go on a honeymoon, they are captivated by the illusion of the future by promising to do this and that for your future marriage. However, after the honeymoon, the marriage that came to reality is literally ruthless enough to completely forget the fantasy of the honeymoon. The beginning of a marriage is often ideal and not happy. The bride and groom slowly realize that they had expectations that could not be achieved in their relationship with each other. As this life gets longer, marriage becomes difficult. And they have conflicts due to house problems, monthly living expenses, and

personality differences.

The ministry also begins to encounter these phenomena and reality. It goes through the same process from the beginning of the ministry. It's so good when laymen are trained. It is also fun to learn. Even they think it would be good if this learning lasted for a long time. In fact, some people enjoy learning by themselves very much. And with a swollen dream, they started their own ministry wearing so-called rose-colored glasses. Their motivation is full and it seems to jump into the fire. However, when they started their ministry, it was not as easy as they thought, and the conflict began. Because they have no experience. This is because they idealized their role, such as praying sincerely for people, taking time to them, keeping in touch regularly, and being an example. They think they know the theory, the technology, everything, but those things don't work out in the actual field.

So they start to think that dreams like a honeymoon in ministry are over. They feel something similar to the cultural shock felt by people visiting other countries. The imagination that people will take their words, their advice, and their care very well is disastrously broken. They find that the good words that the instructor said during the training are now out of place.

The same was true of our University of Melvin. When I advertised that I was building a school, there were many people who were worried, but there were many people who liked it and wanted to help. It was like wearing rose-colored glasses and reminiscent of the future, or to be exact, Christian universities such as Yonsei University and Ewha Womans University in Korea. I would have been a bit like that, too. However, after the groundbreaking ceremony, as it was being carried out, many people gradually began to leave, and the people had been

totally replaced. There are three things in common: difficult marriage, difficult ministry, and continuous university progress. What to do when a dreamy start (honeymoon) is over and you're asked to be in reality?

In fact, another case of quitting is an example of mountain climbers. There are also people who quit as soon as they started, people who go up a little more and quit again, and finally only a few people go up to the top. People who have practical difficulties quit. Some climb further, enduring difficulties, look around, and quit satisfied with this. Others are glancing up to the top and going all the way up. This is the case in ministry, and most people do it until the end.

Then how can they go all the way! First, I think it is important to know what they are doing. At the same time, They should know that ministry is not an illusion like a honeymoon. Of course they don't have to be very negative. Second, it is necessary to reconsider what this ministry means to their life. We feel meaningful when we are doing good things and helping others. What we cannot continue is this aspect, which is a sense of accomplishment. It's important that they also feel happy to start well and see others look happy while making small achievements there. Even a small step forward should be made. The third difference is that we always live with problems and difficulties. Isn't there another problem after one?

At the same time, we learn about obstacles, humanity, and the ministry itself, gain experience in the real field, and struggle with such things, but if we continue to move on, we feel that we are growing. I think life itself means this by continuing to learn. Finally, what is the ultimate commitment? I think "to achieve what is given to us while we are alive." So we're going to have to complete it as well as Jesus, who said, "I did what I had to do." You'll have to keep going until the end.

PRINCIPLE

3

GAIN MOMENTUM

Why do we need to keep momentum for the ministry? When we are keeps on going, it gains momentum. I believe momentum is to saving moment and moment, so a lot of moments finally make momentum.

Momentum makes energy. Dictionary on this saying, "an impelling force or strength." So if we want to success our ministry, and hope to getting it done, this is useful and definitely needed. Momentum makes us to alive. Dr. Melvin expressed this, "Keep in motion," e.g., which is parallel to momentum. He stressed this to keep momentum. He mentioned if we lost energy once, it is very hard to returned to waken up, and back to normal, So I am saying to keep momentum is indispensible to success.

But mostly don't keep this momentum in the ministry. Why? they don't know, and also they don't think how important it is to be successful. They think only the wish, "successful, No #10,"(just wishing to get the result in their hand) but don't take seriously that we need

from No. 1 to 10., should be come and going, forward and backward between those, No. 1 to 10 continually. Then it saves momentum, e.g., energy to keep on going to the end.

If we want to success in our project, in our ministry, we have to crazy of it. When I visited Nagaland many years ago, one lady who is a neighbor friend of Mr. Aloto told me Nagas are crazy of Korean Pop stars, BTS, and movie stars, talents, son on. Jim Collins says this in his book, Built to Last (pp. 115-139), "cult-like" which is concentrated in the given project. What's that means to us today? We have to crazy totally on the zeal of successful, If not we could not make it.

I went one church last Sunday, the pastor preached "zeal, passion then it contagious to the others in the church." Someone has to be crazed on that project or ministry then people get same zeal, passion because it permeated and contagious automatically, and also naturally. That's the people, human being. If we sleepy, they fall into sleep deeply. If we talk 100 percents, they will get only 40 percents, so if we talk 40%, they will get 10% or less, even the worst none, because they think it is not important, and trivial so become mediocre slowly, and die slowly in the end with consciously or unconsciously.

Leverages for push up. If we decide main thing, I mean One Thing to accomplish, there are so many leverages around us..almost everything is leverages for the main thing, eg, Primarily Choice. Let's talk about it a bit more. I talk this with John Ogillah, the principal of seminary, a lot, everything what we have is leverages to complete our mission. Actually it made mission-possible.

You know what is the role of leverages! It helps to lift some objects more easily, or which is impossible to lift up by ourself. Without leverages, it is hard to lift up. Even more heavier objects, we need more strong leverage, more powerful leverage. If we lift up very tiny object, we don't need it, but getting more bigger objects to lift up, definitely we need leverage. So, without leverages we are in difficult to lift up, and with leverage we are easy to move up anything.

Like that, our ministry especially in our project just like making a University, we need a lot of leverages and sometimes more strong leverages as well. I think there are many leverages around us, also in us. For instance, our past experiences can be a good leverages, even whether it is bad or failed experiences, it can be a valuable leverages if we use it nicely. And our colleagues are good leverages to lift up together. Also our knowledge, our talents, etc., everything is possible to be leverages. Another aspects are encouragement, communication daily, report regularly, feedback positively, and name of a few, also can be helpful leverages.

There are many leverages. Once we decided main thing, I mean ONE thing to accomplish, then there are so many leverages around us, and almost everything we see, we meet, that is for the main thing, e.g., Primary Choice.

What it is, and why is it? We need thousands of helps form outside to complete our vision, because we need those energies, I called it "leverage." You know what the leverage means! Yes, it helps to lift some object, sometimes in the case of big object, we need more bigger leverage, small one small leverages, medium is of medium leverages. So as much as we need to use those leverages, we have to pick up those opportunities around us. Leverages will be of people around, resources around, life experiences we had, people's helps, of course, God the father, Holy Spirit, and there are many names of it.

Actually our MU project needs the biggest leverage in the world which means this project is not small one, so we need big leverage. But big leverage doesn't come out in the one morning. Through so many small leverages we have used, people see us using smaller one and they agree about we needed big one, so open their hearts, minds, then to let use their big leverages, which is what we don't have, but they have, then even the most biggest project can getting done finally.

Water Flows. Anyway water arrives to the end, at last. Rocks there? Avoidance, why? to arrive at the final spot. So once we get the

choice, only one major Choice, and then it guides us the way and that way is moving smoothly, flowing like waters.

How can the water arrives at final spots, and it goes into the big ocean. Actually the most important concept for watering smoothly is, I think "avoidance and acceptance" to the prevented ones. Yes, that is the two key words: Avoidance & Acceptance!

What's that mean Avoidance here, I mean we'd better to avoid which is not very important to our procedure, we have to cut-off what we don't need for going forward more smoothly, more effectively. If we don't, in the other word, if we let everything comes to us, in our mind, in our heart, we couldn't forward as we planned, because they are taken us distractedly. so, we have to avoid these things wisely.

Acceptance? What's that mean? We need to accept those things what is not preventing in our progress. Of course, there should be many different ideas, different opinions, so then we don't need to fight with those people, don't need to use our precious energy in there uselessly. So, we have to flow like waters smoothly with Avoidance actually what we don't need. And Acceptance what we don't need to refuse. Keep on going continually and wisely, that's it.

As we know, water flows and arrives at the end finally. Rocks there? Avoidance, Why? For getting to arrive at the final spot.

Once we are doing some ministry, we need to do like the water where there will be many hindrance, even though we have to flow like waters. How? The principle is: to get rid off which block our progressing, there we will to get the least resistance! Yes, there are many resistance, and people get disappointed in this courses so absolutely we have to get rid off, or avoidance. Only two options are in front of us: Getting rid off or Avoidance.

Let me tell you our project for MU. Money is not the hindrance for here, usually people are, and our mind, and trivial things around us, or presently structural system of our life might be prevented our progressing. That is why we need go forward life water flowing and then those resistances will be more lessen and lessen, so easy to go through in the any hindrance, opposition, resistance even from our closed colleagues, finally our vision will come true and into reality.

Do we need Failure? Dr. Melvin, the founder of LPMI USA, once wrote about failure. He said everyone experienced some failures with this and that.

Then he taught us, "Learn from that failures." Yes, failure is just like our cousin. Always there. But Failurer and Failure itself is different. We fail sometimes but no need to put labeling FAILURER on us.

I found there are two kinds of Failure: temporary failure & permanent failure. No need to worry about temporary failure. If no failure at all, it means they never tried something new, something to upgrade or ignorance about new things..then no failure at all. If we want be a mediocre in our life, no need to try something new.

But as all know, without trying to do something new we won't be growing at all, means no satisfaction in ourselves.

I talked this to the students at the First Graduation Ceremony of Melvin University last week, December 15, 2021. Not told them heavily but just touched lightly to their mind...especially with saying, "just trying to do new things in the future." I hope they understand that their success in the future will come through those failed experiences what we have done before. No need to get failures intentionally, but once it happens we need to cope with wisely and learn from them

Many people we know, for instance: Einstein the scientist, Thomas Edison the inventor, Columbus the explorer, Chopin the pianist...all of them were failed in temporary in their past.

One writer researched and studied 500 successful people in the world..in the end he founded that mostly had failed experiences which was temporary, so the writer concluded "Success comes following Failures." In the other hands, we definitely need failure for success. That is natural process.

That's why there is saying, Failure is the mother of Success.

Don't need to be afraid for being failed. That's definitely TEMPORARY for you, and for all. That's why I, personally, enjoyed being failed sometimes, because I know it is temporary.

To overcome unconscious prejudices. Prejudices means "preconceived

opinion (prejudgement)" that is not based on reason or actual experiences.

There are two key words in this definition: reason & actual experience, which means we tend to conclude from only our guess. As the title above mentioned it mostly arises from unconsciousness. Without reason & actual experience, we assume something unconsciously, that's our fault and mistakes: Just guessing, customs and memories from yesterday, just imagination, sometimes consciously and other times unconsciously.

What's the problem once we have prejudices? We will wear the bad colored glass, and not sound and proper relationships, and also understand partly in that person.

To overcome prejudices is not an easy job, because human beings have those tendencies basically, and remembering systems of the brain, are more active in the bad imagination (just my idea).

Anyway, we have to overcome it, then we might have a good perspective on that person. Let's think of it in the PACE ministry. What's gonna happen if we have prejudices once we meet our flock family? Or just people? We will not be free from our mind, our gestures, not pure heart but will be fake automatically, because we already have some kind of conclusion toward those people whom we meet, and our thinking system is already paralyzed and distorted.

How can we overcome this? I think we need some special training on these issues. For instance, CPE - concentrated and comprehensive training - will be good training to check out our faults, because other colleagues look at us very closely for a few months so it can help us to discover our tendency, and remind us always try to be careful not to have prejudices.

We do better to give positive feedback. We need this not only in formal supervision but also in our daily lives. We will have chances all the time to listen and to see others, then it tends to give us some feedback whether good or bad. But bad feedback makes them unpleasant.

There are two feedbacks as we know: positive & negative, and we

can add “meaningless” feedback, e.g., soul-less feedback. I think these two feedbacks have their own functions: Positive feedback makes people cheer up, and makes their burden lighter. That’s true. On the other hand, negative feedback makes them get down, disappointed, and energy consuming, wasting, and running away. Of course, there must be special cases that need harsh feedback and actually this is rare.

And what’s gonna affect us, ourselves once we give feedback to them? By Being positive, we feel happy, have some sense of accomplishment, sense of joy because their face becomes bright, so our self-esteem is going up, saying “I am a valuable person.” Then how about giving negative feedback, we are also sad, not joyous because they feel sad, get down, discouraged, so do we as well.

Do we need to check what we often use positively? or negative feedback! Some people use negative feedback too much, too often, because they do almost anything negative to anything, so it affects them directly to themselves too. As we are care-giver in the PACE ministry, whoever ministry leader, PACEer, we better to use positive feedback time to time, that’s helpful not only for them but also for ourselves.

Growing Individually and Ministry

This is talking about relationships between individual and ministry, especially how to relate each other for success in our mission that was given. Now lets talk more in details, what’s individual and ministry.

Lets approach; 1) individual, 2) ministry, 3) God’s role. If we borrow Dr. Melvin’s definition in this: Ministry is the cooperation between God and human being. Lets talk for this concept. What Dr. Melvin mentioned the success of ministry depends on two: People & God. That’s correct. Probably Human’s preparation & God’s helps.

What do have to prepare? What is God help? Our part: prayer first, and to invest all of our energy in there, and to prepare physically, intellectually, academically, personality, characters, habits concentration,

and non ego-centric, so on.

As you see, we can prepare many things, so we have to prepare everything what the most we can do. That is God's want toward us and also to be done.

A lot of small PACEs make a big difference. For instance, PACE is not huge caring. It is small things in our daily lives: just listening, good feedback, but from our heart not from only lip-services. I remember that Dr. Melvin wrote the title "sixty seconds of caring" in his 22 Essays. In sixty seconds, we can't do huge things but just tiny help, tiny kindness, but as we know these tiny things permeate people's soul and heart.

Usually people ignore these tiny things. They might think of it as trivial, little things. But many times, its effects are enormous. Many things start from thinking. Even a few caring gestures permeate into people's memories, thinking systems, so they will act on just how they have seen, felt, and thought.

What's the small P.A.C.E.ing? In retrospect my personal experience: Rev. Eunsik Jeon was the pastor of our home church when I was a young and seminarian, then I was very poor student, so I didn't eat properly for a few days, and then by God's grace I met him in downtown Seoul, so he sensed I am hungry, then he took me ordinary Korean restaurant, so bought one lunch for me.

I couldn't forget his generous, kind act on me and it looks like God sent me an angel from heaven. Since then, even 35 years have passed, but still I couldn't forget it so whenever I have chances I try to pay back to him with presents, meals, and visit him personally, so on. He also remembers it and is glad that I think of him continually, even until now. We have had a good relationship for the last 35 years because of a bowl of rice, I mean one meal once I desperately needed. He might have thought of a tiny act on me, but it was very big to me.

PACE is not theology, not only slogan but it is part of our daily life. If we do small PACing whenever we have chances, it becomes our habits slowly, so once we see the people, automatically we alert their

spirituality; see their pain, see their life stress, see their daily needs, and so on.

Lets say a few categories of small PACE: a) listening well once they talk; b) accepting as they are for now; c) showing kindness. But not to advise, no to control, not even to try to solve their problems. We are not problem-solvers. Furthermore, not to hurry, not to be self-centered, not to self-interests. All of these give them some meaningful message that we treat them as a valuable person, so in the end...make a difference.

Scheduled Meeting. In Kenya, Steering Committee is meeting regularly, and to check it how it is done and how it is going!

What is the meaning of scheduled meeting? I can say first, it means "continuation." It's important to be continued in any ministry, so Ogillah's regular meetings with steering committee in the every mornings are really necessary.

This regular meetings is to keep them awoken at daily basis. Doing something regularly everyday is important, even it is tiny and trivial things, it is important because that's one of leverages for big project, long way to go.

And they can check what they have done, and what they are not done yet, and to share what is the unexpected problem lies ahead of them. As we know problem gives them opportunities to think of it, to solve of it. So sometimes we need problems for our growing. At regular meetings, they can look at final destination continually, prayerfully to desire to get there someday but soon, wishing to be succeeded in this mission.

And finally they can care for each other individually which is important elements to be a good team. Of course, they are growing definitely through the difficult progress, so now they need to care for one another, and at a meeting itself to give them to share their life each other.

We need cooperation with each other in the ministry: with peer lay pastors; with ministry leaders (staff, lay & clergy leaders); with other congregations.

Let's talk about Lay Pastors in terms of cooperation in the PACE ministry. Why do we need cooperation with each other? In some sense, they don't need other people, just doing PACE by themselves alone, but in that case it is not very effective. They can share with peers personal problems, also ministry difficulties, and they need to pray for each other, cooperate with their leaders, their pastor, their MLG. So what we may say, they become one team, one family to do this, so much better than doing alone!

If it is possible not only in their church but also cooperate with other network churches. They will have bigger eyes once they have partnership with other network churches.

What's the meaning of cooperation: helping each other; sharing ideas, knowledge, strategies, insights, methods, etc. And what's gonna happen when they cooperate with peers, PACE-er? They rely on each other, sharing questions in the ministry, encouraging each other, nurturing each other, learning from each other in new areas in the ministry.

In the case of LPM Korea, we call it staff, nine to eleven people all the way. We needed each other to do ministry, especially at the national level. We were complementing each other. Each one has a different character, different life background, different talent to contribute to the given, shared goal. Even without anyone, without cooperation from each other, we couldn't reach the finish line.

Seeing is believing. Once we are doing for something good, especially for the church, for the people, for their society, people see it automatically.

What is that mean seeing is believing. Once they believe in us what we are doing, they tend to have minds to help us, to pray for us, that is a natural as a human being. So, first, they need to see it, of course, hearing is from the third person, that's better than nothing.

Without seeing or hearing, they could not help us. That is why communication is important as PACE manual taught, in terms of weak, also in times of strength.

To mission-possible that was given by God, we need many people

to be fan for that mission. That is true and unchangeable strategy. So let them know as much as we can for the single goal, "to glory to God" in this earth.

Communicating offline and online. I think the best one is offline talk which means meeting person to person, e.g., face to face. This is real and we see what's going on because we look at each other's facial expressions, gestures, attitudes, voice tones, feeling level, and so on.

In the early ages, we only meet and talk in the face to face, and later we used phone call, email gradually, but today we use Kakaotalk, software, device which is sending the text promptly, so we are comfortable to communicate, save time & place which is not to come and open personal computer at home.

But now we miss the facial expressions, their feeling levels that are very important in communicating with people, especially between lay pastors (PACE-er) & their flock family (PACE-ee). In the PACE ministry, there are a few communication rules: 1st) person to person; 2nd) If it's not possible, phone call; 3rd) and then make a note or use email-ing and text-ing through smartphone.

The issue here is how we communicate online effectively. I found that we have to be very careful once we use online communication. We don't see each other face to face, so might tend to misunderstand each other, because we couldn't paint each word, so the partner is only guessing our intentions, our feelings, and our sincerity. So I suggest we need to write, to explain more in detail once we use online communication, and especially between lay pastors and their flock.

Two kinds of leadership

I am finding there are two kinds of clear leadership in any organization: visionary leader and management leader. In the beginning every organization needs a strong vision-driven leader, but once the organization is settled down they need different, that's management skills.

Let's say of our organization, Melvin University. We needed strong leadership to open a university, but now we need management. What is the meaning of Management? What is the concept and definition of management? Management definitions by great management scholars: Some definitions from expert George R. Terry "Management is a distinct process consisting of planning, organizing, actuating and controlling; utilizing in each both science and arts, and followed in order to accomplish predetermined objectives.

Others: Management is a multipurpose organ that manages a business and manages Managers and manages Workers and work. — Peter Drucker: According to Peterson and Plowman, "Management may be defined as the process by which the purpose and objectives of a particular human group are determined, clarified and effectuated" One popular definition is by Mary Parker Follett. Management, she says, is the "art of getting things done through people." According to Harold Koontz, "Management is the art of getting things done through others and with formally organised groups." According to F. W. Taylor, "Management is the art of knowing what you want to do and then seeing that they do it in the best and the cheapest way possible."

Personally I accept this definitions for my best: Management can be defined as the process of achieving organizational goals through planning, organizing, leading, and controlling the human, physical, financial, and information resources of the organization in an effective and efficient manner"

Let's take a look at this one more closely: process of achieving organizational goals through planning, organizing, leading. Yes, my work in the LPM Korea has been mostly management just like the definition above. PROCESS is important. Every job needs process because people are not moving in one word and even not in one morning. So we need time, and sometimes we have gone through the neutral zone which means it does not happen at all for a while, then we have to give people time to think. Also the leader's job is planning, organizing and leading. As I led LPM Korea, I have done a lot in planning, organizing, and leading. Definitely I was leading LPM Korea, but prior to that, "planning & organizing" were clearly in place.

Without planning & organizing, we can't lead any organizations. These two elements are skillful and in an artful job. Without knowledge, without skills we can't do it.

Let's compare Vision and Management. These two are equally important and without these two, our ministry and whatever couldn't succeed. But the timeline is different. We definitely need vision first, in the beginning stage. And once the ministry started as Dr. Melvin said we need "maintenance", but I can say it here Management. Maintenance is different from management. Maintenance is a simple and practical term, and also nuance is different between these two.

Anyway, I am talking about vision and management. Vision first and then management has to follow. The very metaphor is this: Vision looks like wedding, but Management is just like marriage life. Wedding is done in half an hour, BUT its marriage life goes on for decades. That means once we have a wedding, we have to switch it into marriage life right away. Just such a vision is extremely important but we can't stay there forever.

Sense of Urgency. As we know sense of urgency is important to move, to motivate people's heart. John Kotter, professor of Harvard University, talk about it in his book, Leading Change. That's invaluable concept and need to us always.

If not, people will sleepy and lazy, and even slowly turning off. Urgency awakened people up to always. As once Dr. Melvin said, without keep in motion continually, they tend not to moving. That is nature of human being. As his book said Leading Change, once we are changing, transition is more needed. He mentioned some mistakes, e.g., "why some ministries fail," Number one is allowing too much complacency, in a word not enough sense of urgency.

In somewhat, if we are compelling to create short-term results, we can keep in going on urgency. We need to try short-term result, and another one to get result, and another one...so on. It will keep us in urgency and get sense of accomplishment. Then people will get possibility about the organization where they belong to.

If there is not enough sense of urgency, these consequences will

follow. Even the leader tell time new idea, it does not work. It does not implement because people are sleepy, not waken enough to catch up, in a word, not urgent to them. In this situation reengineering takes too long, and its costs are too much in good case, but in the worst case, that will not boosting at all. Because without a sense of urgency, in a word, people won't give extra effort that is essential. They won't take needed sacrifices, instead they tend to cling to the status quo and resist to some initiates.

Let's talk about our project to shift Seminary to University. Is there enough sense of urgency? I used to ask myself and asking to the people there those who are involved in the journey. Especially to those whom we expected donate as well. Are they sense of urgency to be the donated huge amount of money? If they don't, they won't.

In the other hands, how can we, as a leader, to make or create the sense of urgency? This is also very reasonable questions and approachable. Sometimes, we need to create the urgency from ourselves not from outside.

My quick idea is that as I mentioned already consecutive "short-term projects" is the one option, and we should be done completely it. I can say compelling plan, and impelling plan can product those urgencies continually.

Everything is timing. Bible says, as we know, "time to sow, time to reap" which means not only time to do but also warning us don't miss the opportunities.

For instance, just once we motivated people to do something, mostly we are waiting until they are fully motivated. Actually people aren't motivating fully as you know so if we are waiting for them to be full-motivated, we can't make it what was given job.

So we'd better to push them once they are only in half-motivated, then they will sinking to be motivated more deeply, that's why the timing is important. Once we give vision to them, their minds and hearts are shaken, so they begin to motivating slowly. And once they are moving, or ready to jump into there, we have to push them, I mean more flaming to their spirit, to their kindle of zeal, so they could to make it.

We are here for them, their growth, their accomplishment, so actually theirs are ours, ours are theirs. So it becomes common goal, common interest, common leadership, common success or common failure.

By the way, if we don't help them to go more forward, what is it going to happen? Let me tell you my own experience while I am doing Lay Pastors Ministry in Korea. Mostly many churches happened these mistakes, missing the timing which means not too serious about timing, how important it is. Once I have been equipped their lay pastors, then only left the 'commissioning service.' This is crucial important to them, especially to lay pastors. They are ready to fly where they got out of from hangar. Just waiting to go out and fly, Everything is ready, but senior pastor and elders group are hesitating for them to be flying. Lay pastor want to start P.A.C.E ministry right away, but they couldn't fly yet, because no permission to do P.A.C.E formally. So many churches missed this opportunity, lay pastors or lay people are ready to committed themselves for church and for God, but no permission to do. I mean, we as a leader, shouldn't miss this grace, and golden opportunities, so timing is very important, sometimes it is everything.

How does change come about

Change in church or in any ministry is actually a rather uncomfortable term. However, it is a problem that must be dealt with by pastors or leaders. That's because the ultimate responsibility for change lies with the leader at the top. In fact, if the church members first mention that "change is needed in our church," the pastor is a little burdensome. So I think it is necessary for a leader to first sense the need for change. There will certainly be signs of that.

However, the word CHANGE usually comes first from the mouths of pastors, but the results are often not good. Both pastors and laity expect changes to occur if the word change is brought up and announced. However, change does not happen just by informing and talking. We already know this. In other words, what process will it take

to actually make a change happen after the word change is announced? In other words, how does change come about? This is the key.

There may be several books about change, but I got a lot of help and utilized it in the following two books. One is "Leading Change" (Prof. John Kotter), written by Professor John Kotter of Harvard University. He talked about eight steps, and among them, the term Sense of Urgency and its concept helped me a lot. Change is difficult if we don't feel the urgency. That makes a sense. The other book is "Managing Transitions" written by Dr. William Bridges, which means to manage changes well. The subtitle is 'Making the Most of Change', which I understand means 'bring change well'. In other words, it seems to be an answer to not bringing about change properly. I'm going to focus on his idea in this column.

Dr. Bridges said that there are two terms of change, and that there are three stages of change, which is the key point of this book. The terms "change" and "transition" are used. The word CHANGE means to change something in a location, but it is said that something changes externally, such as moving out or getting promoted (e.g., Physical change), and that the word TRANSITION is not an external but an internal, psychological meaning. (e.g., Psychological change). For an easy example, when we were promoted as an elder from a deacon in the church, we changed our position externally, so it is CHANGE. But if we become an elder, but still we haven't changed our thoughts or commitment as a deacon, it's that the real transition hasn't changed yet. In other words, it was very helpful for me to distinguish the meaning of CHANGE and TRANSITION.

Then Dr. Bridges' excellence was that there are three stages to change. It means that we need to forget the past (Ending), and go into and through the middle zone (Neutral Zone), and then we have a (new Beginning.)

But what I'm most interested in here is the second one, the Neutral Zone. In fact, I had never thought about this step until I came across this book. For example, even when the Israel people left Egypt and to entered Canaan, it was significant that they went through this

second stage, that is, the Judean wilderness. In fact, neither Moses nor the people of Israel had imagined that they would have to go through this stage, this process. People are exhausted in the wilderness. However, the leader has to do his duty anyway, and to enter Canaan. People's reactions were twofold. It's a group that wants to keep on going, and another to go back to the past, Egypt. It's kind of a dilemma to Moses.

Furthermore, it's just like turning on the radio and there's no sound, or turning on the electric switch and no light on. This is just like what people who follow and look at leaders. This is the real difficulty a leader has. This is why the will and determination of the leader are needed. The word OSCILLATION means swinging of the weight of a large clock. This is the reality that comes to the leader.

First, the leader should be aware that there are these processes and steps. If we don't admit this, we can't handle it. It's a natural reaction from people. However, there can be no major change in whether to quit here or continue. If Moses is also struggling with this problem, it is a lack of leadership qualities. In other words, there should be no [major] Oscillation. [minor] Oscillations are acceptable to everyone. This is what every leader has. The question whether to do this or not is a natural. However, if a leader is contemplating too much whether to go back to the past, or continue forward, people will immediately sense it and begin to conclude, "Our leader is shaking!"

My personal case was when I made a difference from the Institute to the school. When I was in my sixth year at the LPM Korea Institute, I felt the need for a school and began to worry. At that time, I went to Yale Divinity School in New Haven, the U.S., for a while, and I started talking to Korea Institutes and core staff about the necessity of the school. First, I'm talking about the necessity, but it also meant to expect changes.

There were some different reactions when we talked about the transition to school. There were some staff members who looked at it positively, and some people responded that they couldn't believe it, and even said "the U.S., the headquarters of the ministry, didn't set up a school, so is it necessary to set it up in Korea?" Furthermore, even

some responses, "isn't the direction of this ministry a school?"

What I felt at that time is that the person in charge of the ministry and the people who help it have different thoughts. The other is that the more I do that, the more I should not be swayed. I also learned that I should not be too shaken while converging the various thoughts of the members with the leader. I was becoming more and more determined to establish a school. Almost no one can't stop me. Of course, I thought that I was entirely responsible for the failure and success of the school establishment.

As we proceeded, the three steps presented by Dr. William Bridge were working, so moving forward slowly. There were "Ending," then "Neutral Zone," and "new beginnings" which is preparing for School Establishment. It was a three-step process: [notification] to them; [giving time] to think; and [new beginning].

However, this three-step process and progress are not marked like a radish, and of course, I felt that it was clear for me to lead the change, but the overall flow was almost overlapping. In other words, Ending, who forgets the past, felt that it was entering the Neutral Zone, which is a little overlapping between Ending and the Neutral Zone. And we went into the new Beginning, but it was also slightly overlapped with the previous Neutral Zone. Namely, I felt it was the responsibility of the leader to make sure that these three steps were smoothly overlapping, and at the same time, I felt that we had definitely entered the next stage.

It is natural to go through these three stages of change. We can't go straight from stage 1 'ending' to stage 3 'new Beginning,' and it's actually pointless to hope so. People must be given an intermediate level of second stage. It doesn't go straight from the past to the future. No, they can't move. If we try to go right away, problems arise and efforts to change are likely to end in failure.

We have to give people time. In other words, time should be given to accept new things, to decide whether to do it or not. Doesn't it take time for mushrooms to grow, and doesn't it take for bamboo to grow, or even to give birth ten months to a baby! Some could take years. Thus, it is necessary to give people time to think, to embrace

change and prepare for new things.

Too mediocre. As you know, we need sense of urgency always because the life today and the ministry today are very different from the past. e.g., people are busy also they are smart than before.

I have taught two classes of students in overseas through zoom. Zoom teaching was very popular for a while at some points, and then I was stayed in Korea. It was three-months teachings. The teacher told me that there will be around 10 students on each class: Monday and Saturday. But I found there were too lazy and too mediocre in that teachings through zoom.

First, students: We have started nicely with 10 students on each class, Monday & Saturday. But times goes by numbering of students were getting lessen to 7, and 5, and finally one or two students were shown up their face on the zoom screen. Zoom Teaching is basically face to face even it's on line screen and the worst thing is they were shown up in few minutes, and they turned off the screen, so I couldn't see their faces. So I was teaching on the screen only myself. That was problem.

Second, teacher: Just one time he shown up and to check up how many and who is on there for a few seconds. And then students know the teacher is not there any more, so they don't care about attendance. So turn off their video, and just listening to my teach.

And another problem of the teacher was that one day, almost time to finish the class, he sent me one picture where he took students to cut off the bush at relative's farm field. Buy the way, coincidentally, I found one of them was my students who were in may zoom screen who should be in my class, so as you guess, he is not in my class but went away with the teacher for working over there.

I really surprised and disappointed, "why the teacher is doing, acting like that?" He is gone for the work is ok for himself, but why he took students whom should be in my class! So I wrapped up my class two weeks ahead of my appointment. Students have problem, also teacher has problem. That was interesting experience to me. I didn't tell him this mishaps. But probably the teacher is too mediocre,

and no sense of urgency, and how important the class is. Maybe, unconsciously, he had done like that.

Anyway, we need sense of urgency in the present situation, in the present ministry. I told this for a couple of times already. Without sense of urgency, people and also we are lazy, and tend to slow in progressing, then it becomes mediocre. That's natural to the human being. But we can't push them intentionally, if so how can we make that sense of urgency. That's our task as a leader.

How to create the sense of urgency? For me, I feel it always, maybe it's my character, my style? Anyway, I have got the sense of urgency all the time. If I were not that approach, our ministry never came up to this far. Maybe some people had complaining about my style, but it was there, and it's me. I believe God gave it to me for the mission possible and what He entrusted me to complete in this earth before I leave.

Am I get Momentum in this MTU journey? I think so. Actually, I cut off intentionally what to scratch and degrading our procedure. We can't put in everything in our journey, if so we have spend to our energy to manage that issue what is not helpful for our project.

I will tell you with my personal illustration to cut off. One of pastor in our network church, actually he is the key member of LPM Korea. One day he introduced Korean female missionary who has been mission work in Africa.

I met her at the Church on Sunday. He had negative opinion about Korean missionaries in overseas. I listened and uncomfortable to her mindset that negative to our MU project, and her concept was shaken to our roots itself. Then I have against her that I know what you say and what you worry, and I was a mission director of out denomination Headquarters. I explained the difference between the concept in 20 years and today's our MU project.

Anyway, our dispute solved, I mean stopped around then. I was afraid that her approach and her belongings to our project team, won't make synergy but in the opposite. I was tried to protect our MOMENTUM might be shrinking. So we have to be careful about these mishaps which come into our ministry. Actually we are pursuing

to get certification for Melvin's University, in that moment we have to be more careful, until to get it, until to get the Certification.

Do you have a goal to achieve?

That's important for our personal life. Without it, we can't survive and also we can't grow.

And clear goal is the most important because only it has a power effect on our mind and thinking level. It motivates us and moving our emotional level, so pushing us into action.

As we experienced including me it stimulate our creativity, release our energy, and help us to overcome and to solve problems.

So clear goal is just like oil in the furnace of achievement. The bigger our goals and also the clear that goal are, the more excited and energized us to become about accomplishing them. The more we think about that goals, definitely the greater becomes our inner drive and our desire to complete them.

So we have to think our goal and review it daily. Every morning once we got up, we have to think of it and take action on that goal, that mission continually and constantly till to achieve it.

Really Holy Burden. I am feeling holy burden very much for now. Rev. Bill Hybels of Willow Creek Community Church in the States used this term at one of his sermons.

The concept of this two words are wonderful. Everyone has some burden for living or for surviving in this difficulty world. But where is holy burden and what it is?

Holy burden means Burdening but for God's work, not for our own work. Are we have burdening for God? which means for church, for evangelizing, for goodness for people, for needy in the world or for particular people in the some specific community, etc. All of these are meaningful and ministry to complete then it gives us burden, then we can say it's a holy burden.

Without this holy burden, how can we survive meaningfully and in worthwhile in this dried world. That's why in some sense we need those burdens not only for them but for ourselves as well.

To make Melvin University is really burdening to me but it's holy burden, so I pray and endeavor gladly for completion it, while I live in this earthly life.

The sooner the decision is the better

Why? The reason may be simple. After making a decision, it can take tens of hours, months, or more, or a lot of energy, so it's not wise to spend too much time and energy deciding.

Usually, the problem is not in the decision, but after the decision, which means it comes from a failure to practice. That doesn't mean you shouldn't think at all when you make a decision. If you look at books written by veteran experts, you will find they are very assertive about this. The decision is to be quick. Of course, it is not good to decide to do dozens of things.

People who don't make a good decision and spend too much time thinking about whether to do this or that are indecisive. Even so, anyway, a decision must be made. Once the direction is set, and then people around you like to see it.

I don't think it matters much whether your decision is right or wrong. The decision you prayed for and thought about is correct. You don't have to worry too much about what others think. However, using too much time and energy to pay attention is a waste. All decisions are considered correct unless they are robbery.

If that is the case, we can proceed. There is no need to reflect on the decision after it has been made. It is wise to just proceed. You don't need to ask anyone about the validity or future possibilities of your decision. On the contrary, it only hinders your progress. You just have to work hard to proceed. A newspaper reporter once asked Rev. Robert Schuller how he was so good at ministry, and he said simply, "I just worked hard."

Decisions are an instant, but its progress takes years, and there will be a lot of time, and also trial and error to make into reality. But all comes after its decision. Of course, it happens after a decision, so it's not a problem.

As there is a saying that a good beginning is half done, it can be said that making a decision has already been achieved to some extent. This is because decisions are directly linked to execution. After making a decision, people around you not only look forward to and wait, but also start thinking about how to help you. You can take the first step of action after making a decision.

I am saying that it is more important to act, practice and proceed. The decision is just in the starting stage, so don't hesitate too much there.

Sense of Momentum. We need momentum which mean saving energy and keep the chaining constantly, especially sense of positive momentum is really important.

Are we getting the sense of momentum? That's important as much as sense of Urgency. Yes, we need sense of urgency definitely, but we can't get it and give people this on always. If we do, they will be exhausted, so we can't push them without pausing.

But we can get this, the sense of momentum continually, constantly, and this is no problem at all to everyone including ourselves. We need this seriously. Sometimes we want stop these challenges because too much to do now, so want to pause for a while, but then we have to be careful, because we stop even for a few seconds people think we gave up this mission and the guess time to give up so we are slowly than before. Even we are not at all psychologically, people see it physically.

Decision and Deadline. Decision without a deadline has no urgency. Also needs sub-deadlines if necessary.

So Decision and Deadline are hands in hands. Is that true? Why?.. Look at! Once people hear some deadline of project, they are more interested in than loosened. If it doesn't they don't believe it because they think that's not serious matter, that's why no deadlines which mean not sure when the landing is. So need deadlines definitely if we really want to make it

Let's talk about our mission to make university. We had deadlines to held Inauguration, August 1, Saturday. So people are waiting, also

expecting that happens in that day. Not only those major deadlines, so there should be subdeadlines in place...

People needs to know WHEN to real beginning, and WHEN to real ending. Then it's possible to give assignments, responsibilities for completion. If not, we will naturally procrastinate and get very little done or, in the end become mediocre.

To go to work. Some people might think that it takes a great idea to start a great ministry/organization. But actually starting an organization with a "great idea" might be a bad idea. Few of the visionary organizations began life with a great idea. Like the parable of the tortoise and the hare, visionary organizations often get off a slow start, but win the long race.

Great ideas and charismatic leaders are not a necessity for success. Sometimes it is negatively correlated with building a visionary organization. Also waiting for "the great idea" might be a bad idea. The visionary organizations were much less likely to begin with "great ideas" than others. Also they were less likely to have early entrepreneurial success than others. The long race goes to the tortoise, not the hare. It might be better to not obsess on finding a great idea before launching an organization. Why? Because the great-idea approach shifts your attention away from seeing the organization as your ultimate creation.

Preserve the Core/ Stimulate Progress: Keep moving forward, to be in motion for motion's sake. Core ideology is an essential component of a visionary organization. But core ideology alone, as important as it is, does not — indeed cannot — make a visionary organization. They can have the world's most deeply cherished and meaningful core ideology, but if it just sits still or refuses to change, the world will pass it by. Some said "you can't just keep doing what works one time, because everything around you is always changing. To succeed, you have to stay out in front of that change."

Some organizations get into trouble by confusing core ideology with specific, noncore practices. By confusing core ideology with noncore practices, organizations can cling too long to noncore items — things that should be changed in order for the organization to

adapt and move toward. So visionary organization carefully preserves and protects its core ideology, yet all the specific manifestations of its core ideology must be open for change and evolution. I have quoted these writings directly from the book, *Built to Last* (Jim Collins). I thought this is suitable to the title above, and it is much better than to write my own.

We need to concentrate all of ours – attitude, mind, soul – to P.A.C.E. The dictionary meaning of “concentration” is to focus one’s attention or mental effort on a particular object or activity. Once we are doing P.A.C.E. to the others, we need to concentrate! Why? Through concentration, we can deepen to it, and it is also God’s wish, and it is the basic manner to the person whom we care for!

There are three ways to concentrate: 1) Attitude; 2) Mind; 3) Soul. 1) What’s the attitude? Attitude is also ‘saying’ itself. Once we have a good attitude people understand who I am, and what I am. 2) Mind has the meaning of the mind-set about caring helping not judgmentally but pastorally. I have learned this from C.P.E: Clinical Pastoral Education in Canada. Our CPE supervisor told us many times, “approaching to people pastorally, not judgmentally.” Mind also means our heart. We need to open our hearts genuinely, as a friend, with honesty, not self-centered, nor self-interested. And also accepting mind, not rejection. 3) At Soul, I think it relates to our maturity. We want to be mature people. Once we become mature, we can do longevity for the ministry.

My personal story: while my son Isaac was in kindergarten, his teacher called me to visit school. Once I visited and met him, the teacher warned me that “...Isaac is not concentrating in the class, what’s the problem?”

Retrospect, I had difficulties then in my own life, a lot of stress in the cultural gap of other countries, pressure from my own studies, and financial crisis, etc., so my mind was distracted. Probably Isaac saw these things and followed my style. Of course it’s not his fault, but my fault. Anyway, we need to try to concentrate all of ours in the moment of doing P.A.C.E, and also wherever in doing P.A.C.E... we have to keep the concentration for P.A.C.E-ing itself and for them!

Conferences regularly are important. How about churches? Because fellow Christians and pastors changed something, churches are ready to accept this ministry gradually. And also I have already mentioned the change of church culture. Firstly, the purpose of this ministry is to change church culture, people see it with their eyes, so they are mostly glad and thankful for this ministry. Culture of caring, accepting each other was made, so naturally churches become warmer than before, it is a direct way to church growth.

Conferences in Korea: We, LPM Korea, hold five conferences and of course LPMI USA holds it more than 20 times because they have done this ministry more than 30 years. Why do they need conferences, and what is that? Conferences regularly are important for churches and also for us, headquarter because we will get some benefits from the conference. For instance, lay pastors at local churches come and refresh their ministry. After a few years of the ministry, they feel boring, and they want to know more new things and want to see what and how other churches and people are doing this ministry, they really want to attend annual conference regularly, that's why LPMI USA hold conference last 30 years because LPM/PACE churches in the States need to upgrade their ministry.

Once they come, they learn from workshops and talk with other churches' lay pastors and listen to how big and small churches are doing this ministry. Through attending the conference, their commitment and motivation renewed. Because they think they are not only doing this ministry, but they found many other churches are doing this ministry, and also they are eating, and talking together, so they feel they belong to this big family.

Motivation. Motivation which is once to startup and motivation to keep on going is totally different. People are not motivated automatically, and it doesn't work forever. They need to recharge it all the time. Every ministry started with a team, those who are motivated in the beginning. The leader's responsibility is to motivate them continually.

Mostly fail in this area, so couldn't go forward and stop it at some point. As a leader of this ministry, it was always the time of my burden, "how can I motivate them all the time, and do continually with me." It was easy in the beginning stage but day by day, week and week, month and month, even year and year, all the time challenging me so as I tried to solve this myself, such as read book on leadership frequently, think more deeply about the ministry, tried to help our staff to grow more than before. Because mostly they work with me for more than 15 years and still they are there by God's grace.

By the way, today's motivation is far different from yesterday, I mean, 40 years ago or 20 years ago. There are three stages of motivation; 1) at Primitive times, there is 'carrot & stick' motivation; 2) twenty years ago there was 'empowering' motivation; 3) today's people need 'autonomy' motivation. Once they didn't know anything, they need food to eat, so carrot was one tool to motivate people, but once they got, and they develop for their living life becomes better, they need empowering, but once they got everything in their hand, they want to do by themselves.

That's a good process and natural phenomenon, however the matter is on the leader, meaning the top person, how they manage those people who know everything and have everything that the organization needs, and they want to do a job with their style and their philosophy, and also they want to select what to do by themselves.

During the preparation of the conference. LPM Korea started the conference from the Hallelujah church's conference in June 2001, since then we got the baton from them and the following year, we held our own conference in 2002. Already I saw US conference in April 2000, and Hallelujah church in June 2001, I had confidence to held it, one of our network churches hosted the conference, and it was quite successful, then even senior pastor's wife of Hallelujah church, and some of the PACE trainers came from there and taught at workshops,

it was really encouraging for us.

On top of the conference itself, during the preparation of the conference it was very useful and helpful for our ministry, in some sense Preparation is much better than Conference Itself, because conference itself is helping local churches, lay pastors, and also attendees, so it is exactly not help for us, Institute. Only through the Preparation time, mostly one year, can we, ourselves, can grow a lot.

Above all, we needed 25-30 workshop leaders from all of the PACE network churches, and I found they love to come and teach what they have in mind, for instance their experiences between good and bad and these sharing was really helpful to the listeners in the workshop class, because it's real stories. So I can develop many new leaders in this ministry and once they come they take their congregation with them, and their congregations are very proud of their pastor because they are the conference teachers.

And we headquarter can check out those ministries working good or weak and if they have any problem, we also find how we have to help them; those churches and develop resources adaptable to each of them. We find what they need at the next conference one or two years later? I have learned a lot once I first attended St. Louis on April 2,000; there at the ending time of conference they announced Venue of next conference, mostly 2 years later. They have conferences every two years, in the last week of April. It was their policy and I found it is wise strategy, because even I right after conference waited for attending two year later conference, so easy to remember April in the even's year. Therefore, Korea has decided to hold conferences every odd year.

Centralized or Decentralized. When we are doing ministry, we will face whether to be centralized or decentralized. Sometimes we talk about Moses' leadership was a decentralized (Ex.18-21: rules of tens, fifties, hundreds, so on); Yes, we need those system, but sometimes we need to be centralized, or both in the others times.

I can say that when we start some ministry we need centralized, but once it's growing, it should be decentralized, and overflowed of

success, we need to centralize. Sometimes leaders need to take a risk, then they might be a centralized, sometimes major changing, new project, new promotion, new direction, then we need to centralize to make it. If we decentralized too much in the beginning stage, we couldn't decide and couldn't go forward. Of course, we can counsel from our core member those who are really committed to the ministry, but negative and third people are there all the time, usually they don't mind we are centralized or decentralized, I mean God's purpose is more important than those people, after setting up, we can be a decentralized, so we need both, sometimes different order, or both at the same time, it's kind of art leadership!

For instance, when we started PIS in Nagaland India, my leadership was really centralized. I felt strongly the necessity of school. It's no question at all. I talk to people, then some were positive and also some were negative. Then I decided myself very strong centrally, if I didn't have strong leadership, we couldn't make school. Once we start up, mostly agreed it was well decision.

There is a lot of energy to the people, so we need to know when we make synergy from their energy. Timing is everything what Peter Drucker have said. Yes, it is true.

Two people: emotional and intellectual. I found something interesting through ministry that there are two kinds of people when we do ministry: 1) emotional and 2) intellectual people. I am not saying that which one is better than another but they are different in function, and characteristics.

You know what that means each of them. I will explain this way. When I started this ministry, Dr. Melvin advised me to make a group of people so I asked people around me to come and join with us for Korean churches. By the way, the people who came into first was some emotional people, just ordinary laypeople, and they had burning heart for God, the church, and ready to take sacrifices without any calculation. They feel something moved inside them and they jump into the fire. I found those people can start any ministry in the world, I mean something were pressing them also and their passion. So I

started LPM Korea with those emotional people in the beginning.

But sooner or later, several people came into, and they were very intellectual people. I remember they didn't have burning heart in some sense, but they think there is something that they might contribute themselves in this ministry, because they already have knowledge, skills, strategy, and experiences at some areas, so they will find their place, spot, or their position in this ministry and in this organization. I guess they also want to check the leader Byeong first, who he is? so on.

So we, emotional and intellectual people, were working together for the common and shared goal very well. I didn't know where I belong to but I did not face any problem working with those both people. Sometimes they, both, were a little uncomfortable with each other; however it was just minor problem. So it was no problem at all. Rather, it made synergy.

We need Both. Bigger problem happened among intellectual people, because they needed to discuss, debate, sometimes fight each other because each one has their own strong confidence on their ideas, but they were in the group all the way, more than 10 years, without broken up at all.

In the end, intellectual people made growth of our ministry and organization into entire of Korea. Without them, our ministry couldn't make strong system and structure and on top of that they were fenced and also protect our ministry even for me, Byeong. I belong to one denomination so my networking with pastors group and friends were limited so those staffs were come different background and different denominations, so they know many pastors in their denomination and pastoral colleagues around them, so it was really helpful with working together.

So at starting point those emotional came into with burning heart, and we kept going on, then intellectual people joined with us. That's a natural process and this is an essential part of growth and success in any ministry. The matter is how leader manage those two groups of people.

I believe both were sent by God for the ministry, so I appreciate

both of them who contributed to this ministry. That's why our PACE ministry were born smoothly and growing up nicely because both people put their energy and resources in here.

PRINCIPLE

4

STICK AT THE FINAL DESTINATION

The final landing spot should not be changed. There are some that can be always changeable, but some are never changeable.

Final destination, the landing spot is really important. That's #10 as we mentioned many times in this book. In somewhat, this topic might be the most important one in this book, because we talk everything in this book is for reaching there, the given goal, actually the final destination. We have to continually stick at it and make clear our goal always. Should be reminded of where we are headed always, every time, in every moment. Then we can persevere to any difficult circumstances. Anyway to decide the final destination is important but to stick at it is more important.

I know it is not easy to stick at it always. There must be a lot of reasonable WHYs not to stick at it; physically not available, emotionally not available, and maybe financially not available, so on. But look at those who had sticking at and made it in the end. Surely, they had a lot of pains, tears, sweats, and also endurance, perseverance, persistent

to stick at it. Even the more bigger ministry the more much pains.

Let's talk in this way. There will be some options to them in times to decide they are encountering: 1) quit now; 2) Keep on going. Both decisions will give you pain. To quit or to stop here looks probably giving you freedom for the burden. To keep on going also is giving you pain. In both case, you will get in trouble. But let's think of it a bit more here. If you are keep in going, you will get pain, sweat but if you quite here you will regret for the rest of your life.

Have you ever heard this? One searcher presented how much, what is the most regretted thing once people die! Can you guess what was the number one? It was what they did not accomplished what they wanted. That is the Number One. It means people, human being want to complete what they want to make it, but many people don't, so regret once they die. In the moment of departing of this earth, they regret not to made it, but as we know it's already late.

That's why we need to stick at it continually, to the end. Anything you had planned to do in your life, you have to completed, if you don't, you can't leave happily in this earthly life. Jesus said I have done what my Father wanted me to do. St. Paul also has confessed the same. We have to confess the same once we leave here.

The necessity of Melvin University. A while ago, I went to the students' house once. It can be seen as a kind of home visit. I wanted to see how our students lived and how they lived. I rented a student's house, and it was a little far away from school for almost 30 minutes.

When I went there, there were parents, and it was a typical African life. I met my father (68) and he said, "Thank you very much for building a university." It meant thank you for establishing a university in such a poor and underdeveloped place.

Our Melvin University has settled in a really underdeveloped countryside. This is because Pastor Ogilla, the current vice president, donated 18,000 pyeong of land inherited from his father to the university foundation. Personally, I hated it at first because it was too rural and underdeveloped. Rather than saying no, it was too

inconvenient to live, so I had to. However, I think I changed my mind a little after hearing the words of the student's father, "Thank you for setting up a university in such an underdeveloped countryside." "Yeah, this is a place like this, so you need a university even more."

In fact, it is true that universities in Kenya are almost in cities. First of all, there are many students in the city and money in the city, so that's right in terms of strategy. And everyone accepts that as a valid reason.

However, Oyugis, where our university is located, is an underdeveloped area, so we realize that the number of students is not as high as the city and is limited.

However, on the one hand, should the number of students be large? After consulting like this, I talked to the whole person last week during CH+. They explain that the reason why the number of students should be large is that tuition fees are high in the end, which is inevitable for the development of schools. The simple reason why there needs to be a lot of money was that the building should be built and the professor's salary should be paid. In any case, Melvin University emphasized that we should study their careers after graduation and a fruitful education with the right number of students rather than a large number of students.

Another is the reality of pastors. I have heard several times that most of them do not do theology, but are ordained and pastorized. Since our region does not have a seminary, and we cannot afford to go to a seminary, we are "worn and pastoralized" with prayer and church passion.

Fortunately, the Kenyan government has known this since the end of last year and announced that pastors without degrees must enter accredited seminaries or universities to qualify as preachers, so many such pastors seem to be preparing to enter Melvin University, raising the need for weekend classes and night classes.

Anyway, Melvin University is grateful for providing hope to underdeveloped young people and opportunities to study again for many pastors with no degree, and best for these two roles.

Fish discover water last. Peter Drucker, the father of management, wrote it. As I understand, this means if we look for the ways continually, we'll find answer in the end. Correct? Because fish couldn't survive without water, so she is desperately looking for the water.

In the Bible, Matthew 7:7, "seek and you will find it," So I guess it is the same concept with Peter Drucker's. Anyway those who seek the way diligently, finally they will get the answer. But we have to seek the answer continually, not once or a few times, but continually until we get what we need, then we will find it more easier than we expected, later on we will find it was.

Just guess how much the fish wanted water while she was in thirsty as I said a little bit already. It is the same to us, especially as a leader who has responsibility whether success or failure. We are in some sense "seeker" continually, and also we are the path-finder continually. We are try to do in trial & err continually, then we will get the answer.

Why? Because we save our energy, getting 'know-how' through seeking, more experiences personally through trials and errs, so finally we must be find it!

Once we get an unexpected failure? There is no problem with unexpected success, it will be so nice. The problem is that once we cope with unexpected failure, or bad things happen! What are we gonna do once we fail unexpectedly?

I guess there are several reactions once we cope with it: 1) disappointment; 2) why? questions with reasons; 3) in religion, we might ask and cry to God why?

Anyhow we will get an answer, not the best one but a good one in our aspect... in short negative reflection or positive. That's the matter here. Mostly we will expect success or failure, but the unexpected failure startled us because we are not ready to cope with it.

Once we are doing Lay Pastors Ministry, we expect the success which is we assume the results, but sometimes not that results come out. Then we feel failure, but then we are not a failed person, failed

church, just made a mistake.... We'd better consider these once we fail: Learning opportunity-not hands off right away. Take time to do this of it- not decided and concluded quickly, automatically but reflect for a while, for a few days. More open to God-and more frank to people and to ourselves. As we know, failure is the mother of success-it's helpful if we use that experience nicely. --

People in the moon

As we know, the president of the USA, John F. Kennedy decided to send people to the moon. That's their final destination in those day.

I guess many people were negative to his idea, and maybe they thought it's mission – impossible. Eventually NASA made it, and not also NASA in the States but many countries tried and completed that dream.

I think they were tried tirelessly! But they made it finally. How? They had been stick at final destination, final landing spot, arrival spot.

Of course there must be a lot of trials-and-errs as we know. In this course, many people sacrificed, died on the way because it was first experience in the world history. So nobody knew what's going to happen in the process. But they were kept on going, because they thought it's not impossible, and a lot of people, especially exerts in that areas were involved in the project: mathematicians, physicians, computer experts, astronomers, so on. And also a lot of money was being used in that process. But they were kept in going to the completion of that mission.

Not only the project, "people in the moon," but all of our new ministry takes these sacrifices, even our project of MTU will take a lot of things to make it: vision, endless of trials & errs, endless pushing forward, a lot of tears & sweats, many objects, but finally it will be made it just like "people in the moon."

Success and Failure. One day I found these two, 'success and failure,' are difference but in just one sheet of paper. Why? Sometimes we feel something strange. Just it looks going to success today, of

course, the reality for present is successful definitely, but in the next morning we feel very disappointed about it, so exactly looks like failure. So we call it, "coming & going," AND "heaven & hell" in one day, or in the moments.

It looks like illusion which is not truly in reality, only feeling or only our mind is up & down. If it happens too often, that's big problem. We better to accept those happen naturally, maybe, because we are tired, stressful, then happens in our mind, and heart.

But once it happens to us how to deal with it. I think we have to be careful, and cautious about this mishap, so maybe come down, and keep them in mind peacefully.

Communication. How was my communication with people, especially with John Ogillah in Kenya through WhatsApp Messenger. He reported me every day, and I gave him response and my feedback always. It makes us tie together stronger. It makes possible for us to make it what we had planned in the beginning, and we will do this dialogue system continually.

Dr. Melvin advised me in the beginning of ministry "to make Newsletter" regularly (it was in 1999), he said no too big but only one page of A/4 size to start up.

His advice is still working in my heart and in my ministry. Since then I was thinking about how to make Newsletter more nicely and more regularly. I strived to keep it.

Especially, we are making Newsletter in the beginning but sooner or later, we will find that definitely the Newsletter lead our ministry. I think that why he told me in the very beginning, because he knew what is going to happen to our ministry in the near future. If we think to make many pages at beginning stage, it will be going to quit soon, e.g., it's not easy to keep on making it regularly, just on time, especially in the beginning. In the beginning, we have many things to do by ourselves, so not possible to concentrate on the only making Newsletter. Anyway we have to concentrate on it because I think it will be decided our ministry could success or failure.

If we do not communicate with others, they don't know what we

are doing, and what we are going to do tomorrow, next months, and even in the future. There are many benefits to making newsletter. We can retrospect what we have done while we make newsletter. While we make it we collect, study, even research many things what relates to our ministry. As we making it we look at our future, where are headed, what we are going to do next month, next years.

Also personally, we are growing a lot in the area of editing, designing, for me, finally building our web-sites freely. Today I can open any website in a few hours, why? I have done making Newsletter last 15 years continually, so I have learned how to make it offline and online. People need both communications today so, it is indispensable to be shown both.

Communication internally. Let's talk about internal communication for now, and you know what that mean. I remember Mr. Will Mancini who wrote the book, CHURCH UNIQUE, which I have translated into Korean many years ago. He wrote about the communication especially internally, so it was impressive to me then, and I try to remind of for writing here.

Actually, we LPMKorea has been communicated a lot, I mean internally. We met everyday at our small national office. And now I am talking with Ogillah in Kenya in everyday, we share our hearts, our progress each other.

Look at Jesus with three core disciples. They talk, share, pray together almost in everyday. Actually in some sense they live together. Because they are core member among twelve and Jesus needed them as a core.

Communication internally with core members provide fueling for themselves, for the final mission possible, so unquestionable fire is burning continually in their hearts.

Through this process, people out there see and tend to jump into this pool for now and more people in the near future. Without this energy internally, it might be mission-impossible. So we need to keep in mission-soaked communication going in endless. Dr. Melvin said "we can't do it all ourselves," so need them for completion together.

Sharing progress is important. I am talking with colleagues even my

young siblings about my progressing of Melvin University. They love to hear and enjoy to listen, even love to see the progressing of University for the finish line, that's Inauguration ceremony in July 31.

By the way, that's for me. Sharing our growing, our processing with other people. As much sharing our faith to the others are important as we share our mission, project, even difficulties are also necessary.

Collaboration of God and Human. "God uses people" is not wrong. On the other hand, it is also true that "human efforts alone should not be enough, but there should be God's full intervention."

The achievement of every ministry in church history is a collaboration between God and man. Man cannot accomplish anything without God. On the other hand, there is a saying that God helps only when humans do it. That's the proposition of the second half of Psalm 1 and 3 (1:3c): "Everything he does will be prosperous." Whatever they do prosperous.(NIV) Whatsoever he doeth shall prosper.(KJV) In all that he does, he prospers.(RSV)

One reliable annotator interprets the meaning of this text as "God is only prosperous when we do something."

Is this true in the practice of ministry? That's right! But some people think, "Everything is done by God, and for us, we just have to wait and pray." Not all of them, but there are some cases where they think like this, and they postpone everything only to God. ("I'm putting it off") Maybe it's a very good belief. It's worth bragging about.

The problem is when things don't go well, but they give up too easily and quickly, saying, "I don't think it's God's will." And try another ministry and end it with the same process and conclusion. I'm going to talk about two things here. The idea that everything is done by God, that humans are useless. Another is that when difficulties arise, it is too easy to conclude that it is not God's will.

The first may be an excuse. I'm saying this out of concern that a lot of people might get caught in this trap. In the second case, it is a pity that they may not grow up by giving up too easily and stay at a childlike level.

The first kind is beyond me if you have that kind of faith. In the second case, you can't grow without suffering. It grows in the process of overcoming and solving difficulties, not just talking about difficulties themselves. Difficulties are often said to strengthen faith. But that's not what I'm saying here.

It refers to giving up too easily because it is difficult when given a ministry. We've heard a lot that if there's a problem, there's always an answer. And that's the truth.

You can achieve a sense of accomplishment and growth only when you complete the given ministry and the ministry you are in charge of. It seems often overlooked that many people desperately want self-development and self-growth, but have to overcome these steps necessary to do so.

Something to Consider. Once we are communications with others, individually or in groups, we need to be cautious at some areas: fake communication, egocentric direction, controlling, to get private information, and misusing, so on.

Sadly, in our society today many wrong things happened, so as same in our communication. Sometimes we tend to fake communication. Of course it is understandable once we are pursuing to do completely, we are using a little fake (more motivated intentionally) communication, but we have to be careful it should not be our habits.

Sometimes we may communicate just in my point of view, so it's ok to me but something bothering to them. Yes, we do this time to time. We have to be careful not to do this way continually. Also we are going to control others something with wrong concept. I mean we use strange tactics with curiousness. Sometimes people are communicating to get private information to others. Do we need to know their private information? Of course they say, "to care for them more nicely, so collecting more private information." But, actually, this is definitely not correct!!! We have to be very careful to know other's private matters, also to deal with it. We need self-discipline about it.

And, also not good to misuse the information on the other

people. We have to be very careful on this as well.

Impelling Force. You know what that mean of it in the Dictionary? It said, "markedly effective as if by emotional pressure." There is another term, "compelling" which means 'driving or forcing.' Feeling both similar, but it is different slightly. I guess the difference is: "compelling" is pushing by ourself, leader himself, physically and intentionally, but "impelling" is a little soft, which means leader give them motive, somewhat motivation, then they feel some 'forcing energy' from their inside, that's impelling. Not sure this is correct but my own definition, and hope it's right.

Yes, once we are going to complete some ministry, we need 'impelling force' from their inside, from their heart, from their innermost, say, "I must to help him to do this project, I have to do it. I want to do it."

I got this feeling once I started this ministry around 20 years ago! Dr. Melvin gave me some informations, just informations, by the way it lighted fire in my heart very strongly. Also it was lasting in my hearts next 10 years, and I think still I have it. Nobody can't put out that fire in my hearts. That's it.

Reactive vs Reflective. As you know, there are two kinds of people once to cope something. Directly, Steve Jobs of Apple Computer was a reactive person, and Bill Gates of Micro Soft was a reflective person which I read from some article.

We know them already. Steve Jobs was an American businessman and the founder of personal computer APPLE. Bill Gate is also an American businessman and is software developer, and founder of Microsoft. I have known of Steve Jobs as an Action-oriented person and Bill Gates as a Thinking-oriented. Steve jobs was tending to be impulsive but Bill Gates is kind of consideration style. Is there anything wrong to these different approaches? No. I don't think so.

But as we know, both characters we need when we are doing ministries. We need BOTH in the end. Steve Jobs was changed his

style slowly to thinking-oriented later, because he realized that only impulsive and aggressive were not enough to make it, also Bill Gates realized himself is too considerate to do anything, so he tried to changed to be action-oriented than killing times too much before take an action. But luckily, both of two were successful in their areas and contributed to development of life for human beings. What is this to you, students?

Are you Steve Jobs' style? or Bill Gates'? Whatever you are, no need to worry about your original style from the birth. Definitely God gave you and you were blessed by your parents. But whatever who you are, we need to develop ourselves for more effective person. Without sharpening ourselves we can't be succeed, I mean we can't be maximize in God's mission, and that's why we need to study in the classrooms formally and also informally at outside. We need to pick up learning from both, formally and informally. So only Informal and non-formal learning from outside are not enough. I mean just to get experiences are something shortage, and you will find it soon why.

As you think we need both approach style in terms of situations and circumstances. Because sometimes we need to be quick to urgent situations, need timely decisions. Also in the another time we need to think for a while once a long project is going and just keep it going well, we don't need to be quick, quick style. So according to circumstances we have to decide which style is more matcher than others.

Much later, Steve Jobs changed his style to be reflective, then he doesn't need to be a quick style all the time, and also Bill Gates changed his style a bit more to be reactive! So he doesn't nee to decide everything very slowly.

Actually, I am a definitely quick style, yes it makes mistake and something wrong once in a while with that hasty. But I like to say here. Once we start some ministry, some project, we need to be quick decision, as Peter Drucker said, "Timing is everything," so if we miss the opportunity, e.g., timing, everything might be distorted before to start-up itself.

After start-up, we need to be more reflective approach because

some people couldn't follow our speed, and some have different approaching style even among our key members, they have different life experience, and different background, different philosophy academically, so to be reflective approach is more wiser in the flying time, in the course of procedures. No need to be quick style always, but once it should be done on time, we shouldn't be hesitate for it. This is what I mean here.

Timing is everything. In the Bible, I remember that there are times to be born and to die, to seed and to reap. It's timing. But here is why he says that "Timing is everything." Of course Peter Drucker was the father of management, so he sees the Timing is important to be successful in business, but also is not only there, in our ministry it could be useful.

Generally, it means "DO NOT miss the opportunity" as we guess. Most of the people miss the opportunity once it came to and let them pass away, gone with the wind. The reason is that they think and calculate too much, so they fail to catch up. Look at Jesus. He doesn't miss because once he believes it came from God, he takes action right away. As a leader, we need to be bold once we decide, but people think and are afraid of it too much, that's why leader and follow are different as all experts agree.

We need to develop our sensitivity to perceive the time to do something, which means whether it is an opportunity or not. "Thinking properly and deciding quickly" is my personal slogan. People have not developed this sensitivity. Major opportunities do not always come, probably twice or three times in our entire life. So we have to look at it on time and exact place where it should be. That's why every success depends on timing. Shouldn't be missed, whatever reasons there are.

That's why just Start-up a given ministry is important. To start up means not to miss the opportunity. Think and Start, and make up, correct, modify later, I mean change the course, the way freely. But without Start-up, we can't do any actions. That's why we call it venture. Jesus was a Venturer and took the risk all the time. Decide

and then take full responsibility on our shoulders, not other's. That's the leader's business, not followers.

Leaders have burning hearts and then followers have passion to trace, to flame the candle. So catching Timing is definitely a leader's job.

Not getting Done, also God's will? People might say that it is God's will that is 'NOT getting done of it.' Yes, it might be true, but we should not adapt this idea all the time, to all of our ministries. We'd better to learn it.

Actually this is a sensitive issue and also to refer on this issue is also risky. But I want to deal with it only one time in this book.

Who has responsibility which was not getting done? Honestly speaking, it's totally upon to us, especially to the top leader. Why? We as a leader, has full responsibility whether to success or not. Look at leaders around, just simply let's look at Dr. Melvin in the Lay Pastors Ministry. He has done this ministry nearly for 30 years and now gone to the bosom to the Lord in heaven. He took full responsibility to this ministry. And once he has said that "God's work should be done by both, God & human being," which means we human being has half responsibility according to his logic. So if some ministry is not getting done, that's not God's will at all. That's our problem.

Probably lack of experiences, lack of leaderships, lack of strategies, lack of people, yes, probably it might be too big to get done for us, for me. But actually it's also not proper excuses! We need more competent people. Yes, also money is critical issue to deal with. That's true problem to the every ministries. In my personal experience money issue is not all. Because I used to tell, "money comes very last." It comes, but very last moment.

Leading well in changing times. People are going to quit once it is not going well. This is another major point of this book. Most of people, most of ministry are going to stop in this phase.

They want to success what they wanted, what they planned, what they thought, but as Dr. Melvin said something takes time to be

done. He mentioned mushroom, bamboo, even getting baby born take many months, or others take many years.

Yes, even we have a clear vision, clear picture, and on top of it we got promises from God, it needs time to get into our hand. Can you remember that Israelites came out from Egypt to go Cannon, to the Promised Land. Even it is Promised Land they jumped into Median desert, wildness what they never expected come into that swamp, but sure it was there. They left Egypt with hopeful expectations, they left Egypt boldly, but could not come into the promised land directly.

Every ministry or project needs this kind of times, it called "Neutral Zone" what Dr. William Bridges put it into his book, *Managing Transitions* (copyright © 2016, 4thEdition).Left the past but not yet the bright future. They cope with the giant, "present", e.g., reality. There people are thinking a lot.

It is how to manage "change." This is also tough job to many leaders. Because they don't know well and this two basic concepts: CHANGE (physical change), and TRANSITION (emotional change).

We need to know more in detail of these two words as mentioned already: Change & Transition. The author of the book, "Managing Transition: Making the most of change" (© 2016, 4th edition) William Bridges explained this very well at the book. Change is to move the place or the position, e.g., move physically here to there. Transition I s to mover from here to there emotionally. so two concepts are totally different.

The first one, CHANGE, looks with our eyes apparently because physically moved, but TRANSITION is not seen with our eyes, especially mover from the past to the future.

I am going to write on the TRANSITION here because it is more important in our ministry. Of course sometimes these two are overlap. If changed the position, people also could change their mind as well. You know it. But the most difference is taking people when we take them from here to there, from the past to the future. In this process, we need really important concept, called Neutral Zone which Dr. William Bridges was used in his book. We will also discuss it here.

Let's have illustration of the Israelites those who left Egypt for the

Cannon, the Promised Land. But between there, Median Desert were there. The people stopped and wandered a lot, as we know 40 years. Surely they left Egypt but should not come into Cannon directly, even some never footed in the Cannon land which was God's promise. Of course this is one of metaphors in Transition.

As a leader, just like Moses, we want to take them in a short period of time, but it is not. Once we taken and lead people from where they are to where they could be, take a lot of time, as Dr. Melvin said "something take time." Especially from the past to the future is more true.

Some might say lets go back to the Egypt, to the past, this is not ours, maybe we had wrong faith, so complaining to their leader Moses. This is natural to the people. We can't blame them, but as a leader we have to keep on going even sometime very slow and tedious progress., and sooner or later we will get some sign in our hand, maybe very tiny signal in front of us, then we get confident in our decision.

Right here people are forwarding and also backwarding, e.g., go and back, go and back, called "Oscillation." Robert Fritz used this term in his book, *The Path of Least Resistance* (copyright ©1984). People are in Oscillation too much. In my experience, a bit of oscillation is acceptable, because I also did. But major oscillation is not acceptable, nor permit-able. Why they are in oscillation too much, too often? They are not rooted firmly to their determination. Do you want only God help you to be done of the given ministry, or don't you want to be done to please God? Where are you? Which one is your style?

Dr. Melvin wrote at Training Manual that the ministry is the co-working between God and Human. Furthermore, he said "God will not work without you; you also cannot doing without God." After all his mentions are we both, God and Human, have to work together.

Leading people in changing times are not easy job for leaders especially the difficulties come along for many days, many months, even many years. It depend on how big project you are doing for. Small project is not too difficulty and could finish in a few months, but if you are trying to make huge project, huge ministry, you will get

a lot of pain and sweat along with your team.

That is really hard to keep people in those deserts! Then we can find what the real leadership in the midst and need to find how to keep them go through under those circumstances.

In a word, people need to go through those difficulties. Surely most of people don't like those terrible procedures. What's going to happen to those people in the desert? They will learn perseverance, and realize who is God more than before, and they can see and to check themselves where are they? in the spiritual status, so on. So it is actually precious time to see themselves again.

Let me give you my personal illustration! Around 6 years of ministry, I felt we have done what we have to do as an Institute; we have helped Korean churches a lot as we promised to God, and had a lot of experiences, satisfaction with what we have accomplished. I felt strongly that we need to change something. It was when I was at Yale Divinity School in New Haven. Of course before I go there, I felt it already, and I have decided something while I was there. My conclusion was to change our Institute to school. It was in the year of 2006. Since then up to now, I was wrested to make school all the way. I told people in Korea and overseas that only as an Institute is not go a long way and will die sooner or later just like many para-church organizations in the States, also in Korea. I warned and persuaded them to consider making school for longevity.

Once I talk to our staff in Korea from Yale Divinity mostly surprised. They sensed something already that we have problem in the present ministry, so need to change but they did not think to shift Institute to School. I focused on not only Change but Transition their mind-set. To prepare for schooling takes a lot of time an energy, also it's hard to change their mind to open to new venture what we never been there.

Anyway through the long journey, for now (in the year of 2020), we are trying to shift Seminary to University in Kenya Africa. Seminary in Kenya started with John Ogillah in 2017, and now time to change something. I felt we need not only Change but Transition for upgrading to Melvin Theological University. Transition needs to take

people here to there, so we are definitely in the Neutral Zone now. I talk a lot about this with John Ogillah, the Principal of LPM Seminary in Kenya.

Neutral Zone. Our chairman of Melvin University decided and promised to donate 40,000 dollars to construct the four classrooms in Oyugis Kenya to get Interim Certificate, so we are waiting for now. I think definitely we are in the neutral zone in terms of waiting for it.

I found there are few keywords while we are waiting for sending money.

First, the key word is waiting! Just waiting for something is not easy job. I have a lot of experiences on the waiting, but still not easy to go through. I think of course there is no other option without just waiting.

Second keyword is "be careful in relationships." We are prone to make mistakes in relationship between people those who are involved, especially in this neutral zone. We probably tend to hasty; e.g., some wants go fast, some goes slowly, some different view-point in this situation. The key word in this is "patient." We need to learn much how to patient, and continually. I think we had learned a lot about the patience, but this is another patient, perseverance.

Anyway, it will be done in two months from now on. In two months, I need those three key words, especially, for me.

Two motivations. I found there are interesting motivations: one was motivation to start up. Another was motivation to keep on going. Of course there are many books and theories on motivation. Even Dr. Melvin wrote about it and he said there are intrinsic and extrinsic motivations. Dr. Pink wrote three stages of motivations: primitive era, before modernism and after modernism. That's carrots and sticks; giving ownership; and autonomous. Every book and resources were helpful for my understanding of motivation.

Extrinsic and Intrinsic Motivation. For instance, once our staff member does not grow enough which is approximately 15 years ago, actually in the beginning stage of our ministry, they needed my help and my

guidance, about destination, future goal, but now they don't need anymore, I am just there and listen their positive feedback almost in any occasions, and also at PACE International School, our school's staff, teachers and even principal, they are grown up, and they don't need my personal help, for instance, counseling, coaching, so on...just present there and listen, because they know it, and also they know how to do it.

I think today's congregation is also different from yesterday. They need motivation which is more upgrading where they could grow up, if they do not feel they are grown they couldn't survive there and also no longer be interested in the one ministry. We couldn't say don't do that because that is the nature of human beings. So we have to accept them, because that is their basic natural process. The matter is upon us, leaders. Melvin also has written on the motivation in one of his monographs. In #2, "Motivating Lay Pastors," he said Jesus motivated his people. He says there are motivation 'as inspiring a person,' 'stimulating one's spirit,' 'renewing commitment,' 'moving one to action,' 'restoring vision' or to use Paul's words to Timothy, "fan into flame the gift of God." Without motivation, ministry couldn't go forward. One of the duties of leaders is to motivate those who are doing ministry. He stressed there are two motivations, Extrinsic and Intrinsic Motivation.

Also, Daniel H. Pink mentioned these two are his book, Drive. Yes, people need both motivations, from outside and also from inside, of course it depends on the individual, but today, we assure that people can develop motivation from Inside themselves because they have those potential already, so what are we going to do for those people?

By the way, what I found about startup motivation and keep on going motivation is totally different, and most leaders are satisfied in the startup stage. I mean they want to know how to motivate people to startup. That's why many books have been written for startup stages because customers are looking for those books and still those are bestsellers.

By the way, what I am saying here is that after startup they don't know how to motivate people to keep on going in the same ministry.

If leaders don't know how to and also if they don't give proper motivation, people are thinking of leaving the ministry sooner or later. Because they don't feel they have to stay there any longer.

That's why many ministries stop and close down once they can't solve these problems. So motivation for keeping on going is indispensable especially for long-term ministry. Ministry leaders have to think of it much and much at this moment. For I had overcome these problems. First I have read many books on how to make them keep going. I found once staff grew in the ministry I got challenges and looked for the ways to get out which means I needed to grow as well, so many books on this level and talking with my mentor Dr. Melvin was helpful to overcome.

For leaders, I am saying here that we need artful leadership, skillful in this stage. Actually we don't need any text books that we read once we began, now we need different resources to keep on going. Followers are only looking at us. How we are going, where we are headed affects them directly.

Success in ministry requires two things: motivation and ownership. But I found the two really relevant. When a member of a parachurch ministry, or a member of a church, has a sense of ownership in a given ministry, they become fully motivated and devoted.

Of course, we should be careful about the difference between motivation and manipulation. Both make people move, but manipulation is not good for long-term ministry. We can use it sometimes, but we have to be very careful when we use it. Because it makes easy to misunderstand, we might as well avoid such an approach as possible. So we need to learn more about how to motivate people. Because every ministry starts with motivation.

Now let's see how ownership and motivation work. What is a sense of ownership? It means having the concept of "my work, my mission, my mission from God, and therefore all responsibility lies with me." So how do you get a sense of ownership? We may have it from ourselves, but most of it is given by others. Usually in ministry, it is given from a leader. My meaning is from the top man, i.e. from the pastor in charge. This is because the pastor is the final decision maker

in the church. Without a sense of ownership, we cannot commit, nor can we develop ourselves, nor are we creative. Creativity is very important to grow ourselves. Without creativity, we cannot develop ideas about what to do. In other words, "God wants this ministry in our church. So we have to do this ministry." It can be seen as a mindset.

Someone should "own" the ministry. In other words, someone should be responsible for it, manage it, and take responsibility for its progress and current state. In other words, you are responsible for success and failure. This is a small group of people who share a vision and take responsibility. How many people is good? There were twelve with Jesus. But from my experience, around 10 people is good. More precisely, there are seven or eight people. Any large ministry organization is covered within this range. And when people within this range gather, all the necessary theories, strategies, and contents are included.

So what is the indication of having a sense of ownership? There are at least five signals. 1) Attending meetings regularly. 2) Thinking about it even when it's not meeting time. 3) At home, and talking about it with friends and other people. 4) They can't even sleep well, worrying about it when it doesn't work. 5) And they feel joy when it goes well.

Manipulation or Motivation. This is a rather sensitive issue. But let me think of it as a general approach.

We have to be careful about the difference between motivation and manipulation. Both make people move, but manipulation is not good for long-term ministry. We may use it from time to time, but we must be very careful in that case. Sometimes it is too much, but it is easy to cause misunderstanding from the others. We had better avoid such an approach as much as possible. And we also need to learn more about various ways to motivate people. This is because all ministry starts with motivation and requires continuous motivation.

It's a very necessary feeling that I'm "contributing to good things," but when I feel "being used" by the other person's words or coercion,

I think it's a little weird. Modern people are very sensitive in this respect and feel faster than before. In particular, they want to know if they are motivated or manipulated in the first place.

Sometimes we have to move people. In that case, even though you know that it includes a feeling of manipulation rather than motivation, there is also a temptation to approach. We can take a horse to the water, but it's his own decision whether to drink water or not. It can be seen as 'manipulation' to force people to drink water unpleasantly. If we use this too often, it becomes uncomfortable to continue to socialize. In the meantime, if we seem to do it often, we often feel that we have to quit a little while being hurt. After all, We have to be careful of ourselves, and we also have to pay attention to the people who treat me as well. It seems unwise and wasteful to have to spend time and energy on these unnecessary conflicts while doing good things.

What is the boundary between motivation and manipulation? How do we tell it apart? Motivation is a pure-dimensional approach, while manipulation can be seen as a psychological and technical aspect of artificially moving people. Motivation is what we do for a given goal with the other person, and manipulation is using the other person for our own benefit. Motivation includes care and consideration. Perhaps altruism other-centered is fundamentally underlying. It results in maximizing the other person's potential.

When serving as a team or when two people become involved, there are two necessary factors known. One must be individual development, and the other must be meeting goals. There will have to be care and encouragement in the first, and there will have to be motivation. There is no need for manipulation to go in there. In my case, I have never been in a relationship with Rev. Melvin for more than 30 years and he manipulated me. When I think about it now, there was mainly 'consideration and encouragement for me'. It is remembered that there were various aspects of motivation after all. Nevertheless, I grew up and achieved the given goal.

Professor Jim Collins of Stanford University also said that in order to achieve the group's goals, people who are prepared should be

taken on the bus. The words do not mean manipulation. In the end, it means that we should go together with encouragement and consideration. I think people who are prepared mean people who are self-disciplined. In this day and age when everyone is mature, all our leaders need to do is to give direction and motivate.

I think all ministries should start with motivation, proceed with motivation, and be completed with motivation. Of course, there are difficulties in the process, but if the manipulation permeates it, we will regret that we have worked hard and tried so far. This is because everything has been achieved, but it did not end with a pleasant heart.

Rubber Band (Structural Tension). Every objects have energy. Especially rubber band which is stretched has more energy, more tension especially when the two ends draw strongly toward for the directions, and its tension get more mountain up that if we draw to much, it will get broke finally. We called it "structural tension." Sometimes we need this tensions, and use it to transfer for making energy, and for using more invaluable jumping up. so we need to use thess tensions more positively than negatively.

But, literally, if we draw stronger from both sides, the band will broke, so we have to cautious that too tension-broken is not. And we need that energy to the third direction. Not to A(left hand), not to B(right hand), but to upright, the third direction of that energy. We don't need to use our energy to jump into that fighting. Should not be a foolish, but we have to be wise. Don't need to be used our energy at useless spot.

We need more energy to be used for third direction, and then our ministry will be more effective and productive!

Effective and productive. I remember that I read one article dealing with this, "Effective & Productive" which was also written by Dr. Melvin, and I have thought this many times, many years, and just questioned myself while I was doing something, "Is it effective and productive?"

Once we are doing something, we'd be better to ask these two questions which are useful for us, and then we can also use it as a checklist. Once I tried to make school at Iksan City where was 2 hours southbound from Seoul Korea, even I spent almost three years, and it was really hard times and tedious times, but sadly was not much progress, then finally Dr. Melvin warned me to think, check "is that effective and productive?" I believe he talks about my leadership, strategy, behavior, and so on. We both know I am a hardworking man, and that's no problem, much better than lazy....but never thought of these questions: Effective and Productive?

If there is no effective and even no productive method, which we have tried for many years, then we need to question it, why we keep on doing this? In retrospect, I was not wise, but I couldn't stop it because I really wished to make school. Perhaps I also believed it was the right decision, right procedures, however finally I was wrong, therefore I have accepted Melvin's advice to stop doing that way.

How can we become effective & productive? Let me talk about the former first. If we want to be effective at some specific ministry, I found these followings in general: 1) concentration; 2) using the proper tool; 3) considering the process; 4) more systematic approach.

To Entrust. I need to write about entrustment. Concept of entrusting is wonderful, but it has some pitfall around there. Let's think of few illustrations:

To entrust our baby to the baby sitters, what happen to us? Worry! Are they really to care for my baby? Yes, that worries are natural and necessary. I mean we entrust something to others are not easy job, especially to entrust major job to the others in the ministry. They don't do it as we have done because anyway, they are third person.

Also in same sense, it's difficulty, yeah, it looks that our own burn shared to the others so we became lighter. But actually is not at all. So, to hands off, and to entrust something to others completely are not wise, and also it's very dangerous mind-set. Someone might say

"forget it, it is at their hands, so they will do it by themselves." Looks good idea but is that true they can do it by themselves? I am not sure about it. I mean we have to keep on our eyes more than before. WHY?

Let me talk about my own experience. One of my colleagues told me, "to entrust the construction to Ogillah and two chairmen in Korea, so forget it, freed from that burden." I agreed with him, and hands off for a day. But it was just one day. I found that those two parties are not to communicate at all. I guess both are waiting for each other. Just times are passing and consuming. Because their communicating channel is not comfortable, not following smoothly.

Then I realized that, yes, entrusting is wonderful strategy but if we believe that strategy 100 percent, maybe we make a mistake, so I can say, "Entrust it to them, but don't hands off completely," because we, ourselves, have also some level of responsibility about that.

It is still challenging to me. It talks about Neutral Zone and a time as well. As Melvin said something takes time. Even every urgent matter needs time because the urgent is to us, not to them. That's the matter in Neutral Zone's concept. We, I and others, know where is the final spot, the finish line, so our mind is there already, but our reality, and our physical status are now and here, so we need to wait for in due time, wait for the time to reap.

It was challenged to stick at this project all the way, even in the meanwhile I am writing this book still challenged because people tend to distract my attention from MU project away. I don't know why but it happens very often. To stick at One Thing needs tremendous self-discipline for us. What do you mean self-discipline here? It means that we need to have strong confidence at something invaluable. Self-discipline is not easy job in our life. It takes time a lot, a lot of experience, a lot of prayers, and also need a lot of determinations in every moments.

Need to forget. Sometimes need to forget our ultimate landing spot, I mean the deadline. For instance, if we got the dead line too far from here, we probably put down our mind loosening...because still has a lot of days to go, so we tend to sleep and become in

mediocre.

Fish Discover Water Last. I have preached at one church on Wednesday evening in Seoul downtown. They asked me how I worked in Kenya. I told them about the concept, "Fish Discover Water Last" and two key issues with that: Critical Point and Brutal Fact/Stimulate Progress.

Firstly, our due time and God's due is different. For instance I thought I have done my work everything what I have to be done; my energy, my time, my money, my endurance, my sacrifice, all of mine, even my physical sacrifices, but I thought the mission which were given by God is not done yet, then I thought probably God's time is different from ours and then I accepted, saying "I have done everything, so let's leave it to God's hand. I can't do anything for now, any more." Actually I thought this way eventually in Kenya and came back to Korea for the rest. By the way, something has happened, I mean God was working for this mission.

Secondly, Fact is bad but has to keep going. That's our struggles to all of us. We may call it paradoxes. Two are very different but should be in place. If we want to success, we have to accept this unacceptable reality. Difficulty BUT Keeping going. What's that mean to us?

Needed to get confidence ourselves. For me, I have checked when I attended the International Conference in the States many years ago, and then my major gifts were found: wisdom, administration and teaching. I was not sure what my spiritual gifts were before. I assumed those gifts I have, but needed to get confidence in myself, so lay people also need to know their gifts, and hope to use them for God's work. So that's what we say 'freedom' to use their spiritual gifts for the given ministry.

And also we, the pastor, have to help lay people to know what their gifts are. Mostly lay people don't know of their spiritual gifts, even they don't know where are they in the Bible, of course it is not just all of their believing life, journey, but they need to know what it

is, and also there are various spiritual gifts, because some think only 3-4 gifts in the Bible, and also used a few, but there are many in the Bible, then they understand every spiritual gift is equally important in the church. So there should not be misunderstanding on the issue of spiritual gifts.

Easier and Faster. People around me surprise what I am doing and what I have done up to now, even in a year. Give people close around trust and believes that I have no changed, no oscillations.

So getting more and more least resistance from them and the moving forward easier and faster. On top of that I am thinking of my mission to complete, so no room come into other things..

No oscillations are important. Of course minor up and down is acceptable, but we shouldn't be changeable of major direction from beginning to the end. How we stick at it. Of course our mission is the most important but I think we need particular self-discipline to do that way.

People has nice and wonderful vision and mission but they were not self-disciplined to keep it constantly. People see only part of Iceberg, only to be shown them the surface of it.

How many percent are underneath of Ice? Almost 90 percent...what I saying here is I have done alot what people couldn't see it, a lot of suffering, tears, pain. People are saying that it looks easier and faster, but definitely not that.

Anyway, once we focused on the one mission continually, we can make it is more easier and more faster than people imagined.

Future & Present. It says that only planning is bringing the future into the present. It talks about important of planning. Only dreaming is not enough. Everyone get dreaming about something, but only a few move on the planning of it. There is also saying how we make good plans is measure of our overall competence. The better the plan we have, the easier it is for us to overcome procrastination to get started, and then to keep on going.

So making a good plan depend on our ability. We need to

develop this kind of ability constantly.

Yes, we are living in the present, but also without living now for the future, that will be less meaningful. Why? We human being is living for the future. I don't know about you reader, but for me almost and always leaning to the future, near future and far future and it kept me alive and even lively living.

Even in the Bible, future & present are exist together always. We pray for now but it means we expect something happens in the near future, so it good and wise to get harmony between future and present.

Postponing Inauguration. I am thinking of this seriously. We are under construction for now. Especially one Church in Korea donated for making University Chapel, so its construction is going well and no problem to OPENing Worship Service in August 1, Sunday, and is definitely possible. I gave this notice to the senior pastor who sent 30,000 dollars for Chapel.

But now we cope the problem of Classrooms Construction. It also needed 30,000 dollars to complete. Three people promised to donate for it: one from US, another is from UK and other's from Korea.

Three people are still quiet so I worry it very much. If we don't make it, what's gonna happened? Definitely every plans distorted and people there in Kenya, and here in Korea will be very disappointed and no more trust us, who are leading this project. So I need to pray more harder than before.

Short-term project of Jesus. As we know Jesus has done his ministry, that's definitely a short-term project because it has been done in three years. Let's look at what it is for us today.

Assignments were given to him by God, his Father. There are many ways to get vision once we get it, mostly in two categories: from ourselves and from outside. My case also came from Dr. Melvin directly. Wherever it came from, the important thing is whether we take it as our own or not. That is important. Many precious visions which came up but fade away, and that's sad. I believe God gives

chances and opportunities in our lives, but it's up to us to take it or not.

Jesus took it as his own vision, which implies he got ownership definitely. That's why he can put all of his life to that mission, "to save this world.". To get full ownership is another important thing. To get vision is important, as we know, but getting ownership is also important. Once Jesus got ownership himself which means ready to take risk, any sacrifice, then he called people for doing together for the great mission in this earth. We call today team ministry, team project. Definitely he got vision, mission, ownership but he needs to work with people who agreed and committed to the given mission. He can't do it alone. Of course, he can do it alone because he is the son of God. Nevertheless, he called people to work together.

Just like once I started the ministry, Dr. Melvin urged me to get a team that is willing to do together. People came to me and agreed to work for Korean churches. Those people who began to do it together, I think that they found it meaningful, maybe they thought it's worthwhile to help other churches, in view of the whole of Korean churches. So they are motivated intrinsically. Jesus' ministry had a lot of difficulties and temptations as well. What is the difficulty of our ministry? Do we need difficulties? Yes, that's true. Through it, we can grow and become more mature.

Another one is temptations to Jesus. It distracts our attentions to distract. How can we overcome those in our ministries? I think concentration is the key. Once we concentrate on our job, we see only that one and become narrow sights. That's good for completion of our mission. That's unavoidable. We have to focus on that just like Jesus focused on what he has to do.

Change leaders should starve problems. As we know, there are always problems in the organization, but it also gives opportunities for the better. What kind of problems?: no more growing; dim of meaning; and something happened unexpectedly.

The title says leaders should starve problems. What's that mean? Most ordinary leaders are not doing this. As here, change leaders are

always yearning to be better than yesterday, and they expect problems, take for problems. Actually not just expect, not look for it but they create problems, I mean they always think that tomorrow should be better than today, and it means starving problems and only those leaders are finding opportunities. Opportunities don't come to anyone, to ordinary people but it comes only prepared people which means prepared to receive it, to catch it, then opportunities are showing up once they are wrestled with problems, then they will get opportunity for the reward of wrestling.

Leader's problems: ability; capability; personal problems; financial problems..but it depends on how to go through those moments. Leaders, including me, will meet 2~3 times to change something in the ministry cycle (mostly 6-7 years).

How to manage the time for something to change? I think leaders have to be friends with problems. Shouldn't avoid those problems, but cope with them nicely. Better to say enjoy it. Here leaders need to study how to manage the change. They have to prepare to cope with those problems, and also better to know that people need time to go through.

What lies between problems and opportunities that are mentioned at title?: mind developing; study more; getting clear; pure mind; growing intellect. More thinking about faith and God as well.

Being Leader is to cope with problems. The matter is how to handle those problems. For me, it was learning time, and becoming much better than what I was.

Ministry Cycle...6 years. There is a cycle of any ministry. If we look at books on the ministry, some books explain about this issue in more detail. Some compare this cycle with life cycle, e.g., born, getting old, sick and die. Just like four seasons; Spring, Summer, Fall and Winter. It's true to anyone in the world. Just like that, there are cycles of ministry: 1) start; 2) grow; 3) climax; and 4) decline(dying). They say before dying, it means that when they sense something decline they have to prepare to restart, renew something which will be around 6 years old of ministry, so mainly change the direction of procedure,

and without those actions seriously the ministry will die sooner or later.

For us, LPM Korea, it was clear of these four stages: 1) starting in 1999; 2) growing in 2000-2005; 3) climax 2006-2008. Then I sensed something, we are declining(after 2008). I think we have done 5 years for individual churches, then we felt that we need to gather people and train them instead of just visiting each churches which means we need regular training course, or Training Center, so opened Training Center, and it was minor change in our procedure...a few years later we needed to do major change in our direction for the future.

On the way to change, as you know, I found there are three stages of change: 1) Letting go; 2) Neutral zone; 3) and new Beginning. Whenever in the midst of those transitions, I used to read books on the issue, so I found some answers, clues, ideas, insights from them. First we needed to let go old one, habit, concept, direction, mindset, but actually we don't need to forget past experiences, achievements, mature, insights totally, rather it helps some for changing, so we need it, and then we jump into Neutral Zone with those past resources. But we couldn't go back to the past.

Our effect should be multiply. Our effect would be multiplied if we converged with opportunities that were already looking to expand. The concept above is really important for the leaders, and I was always thinking of this concept for myself. I am the kind of person who prepares for the future, exactly for the near future, all the time. That's why our ministry was moving smoothly and coping with the unexpected future in time.

In the first part of the sentence, "effect would be multiplied," here effect means "cause (something) to happen." We can say if we want to see something expand or multiply there should be 'cause' to happen. And multiply means here, "double, triple and synergy" what we hope for always.

But when and how it will be happened" I point out the most important word is "already." Already looking to expand, already prepared, always ready to do, preparing all the time, willing to take a

risk, and so on. Those are the essential qualifications.

What's the meaning of "already" here; future now; try to read the future even if it has not happened yet, but "tend to look at the future." Not yet, but almost here, thinking, imagining, assuming, believe in it is here but we couldn't see it.

So who can make this into reality? resource people, visionary people and committed people. In one sentence, if we are really committed to the particular ministry, we put everything into it, so we walk through not only here but also there (future) as well. So the future is in our hands to those who are always looking at the new way, a new path which has never been there before.

Make it simple! I have heard for a couple of times that "Rev. Byeong always thinks too easily." This is true, and of course, it may have been so since my birth, but it is also true that it has changed that way later.

Now I am thinking about it, and I tend to be deliberately simplistic. I think that's what happened once I started the LPM ministry more than 30 years ago. And I think it's even more so in the process of establishing Melvin University and now managing the University. Make it simple! This became my slogan all the way.

Why is it necessary to keep it simple? I've seen an article that "simplifying complex things is also an ability." Some people make more complicated matters which are actually trivial and simple. So those things get harder, waste energy on unnecessary things, and in the end miss that really matters.

Why do people fall into the trap of complexity! Do you think it's a sign of importance being complicated? Is that problem really complicated? Is there a loophole in leadership? When leaders cannot simplify complex problems, people might be guessed at a lack of leadership. In this case, those who trust and follow tend to become more complicated and finally fall into more difficulties.

If so, what does it mean to keep it simple? And why is it necessary to be simple? To sum up, a few things;

1. Accept the other person's opinion as much as possible. People

seem to be reluctant to come near if the leader is too stubborn. There are a couple of things that should not be ever changeable. In the other cases, there is no big problem if it changes. In this time, there is no need to say no to opinions such as to do it tomorrow, to change the font sizes, or to change the image, etc. Accepting them is more wise.

2. It is to avoid a quarrel. When many people gather, they may disagree. I think it is wise to avoid those disputes because a leader does not have to be involved in such disputes. It is definitely necessary to share many opinions, but I often find it useless beyond that.

3. It is to make things wise. This is seen as a skill of leadership that processes as quickly and smoothly as possible. You'll have to keep the process or the knot of work neat.

4. There should be a break shortly in the conversation. It often makes us ask the same question and answer the same thing. I think three times is good for exchanging opinions. Question-Answer-Acceptance. Period! Some people try to drag it up to seven times. This is of no use.

Then why should we do this? The answer is simple. It is to do the entrusted work as easily as possible and within the deadline. It means that we don't waste energy on unnecessary things, rather than doing anything just because it's easy.

Many things waste our energy and weaken our concentration. If we follow all this, the smile of failure will only wait for us.

Regular Newsletter. Making regular Newsletter is one of the important task to National Leader of the ministry, as Melvin advised me at the very beginning stage of this ministry, about 15 years ago. As I mentioned at other pages, I *made* the Newsletter myself, but I found later the Newsletter *led* our ministry continually. That's why Melvin strongly advised me in the beginning stage, and also it is one of 12 Successful Foundation of Lay Pastors Ministry, there it says "Communication (#10)".

Thinking and preparing conferences every year or every two years

are important, LPMI USA started with consultation first, then Seminar, and later on Conferences every two years they hold, and we LPM Korea followed their model and style from the beginning.

I need to talk here about our staff, without those staffs, our ministry would never been successful and grow. They were very committed, take a sacrifice for the ministry but one thing they have in mind was that to help Korean churches through this ministry and proud of it. It makes them to stay at this ministry and with me for more than 15 years, and they are people committed, and we were happy working together. We grew together, and most of us were not Doctor in the early years but later many of them became the Doctor (Ph.D, Th.D, D.Min.) because they were growing and needed more study so jumped into doctoral degree course, and even I wasn't doctor once we started this ministry but on the way of this ministry I got Doctoral degree and even post-doctorate at Yale and Oxford University. I mean, we grew together.

Width or deepen. When we are doing ministry, especially for a few years in the early stages, we will think of two questions always: can we try to be width or deepen? This was a very important questions to me all the time for a while. As we know there is a ministry cycle in every organization: starting, growing, climax, and then decline.

When we start ministry, we focus on how to make firmly rooting the ministry. That's the indispensable question. Anyway, we have to root our ministry safely. And once it rooted firmly, we tend to think of how to expand, widen our ministry, then we have to be careful about this temptation (I call it "temptation"), because we tend to expand purposely far beyond our capacity, ability to do...of course we will learn something through trial and error. But before we make a serious mistake, we should know what it is and how to manage it.

This is what I have learned from my own ministry. I guess we'd be better to think only then stick to make deepen if there is no particular reason, because if we try to make widen too early it will be mistaken. If we think to widen, we'd better let deepen ministry overflow from themselves, e.g., from itself, not purposely from ourselves. If we try to

widen before fullness to deepen, we will scatter our energy, and distract people's attention, which means we have to use a convex lens for long time when it is burning, and bursting, then automatically its energy will be expanded over the wall of the bank...so we have to wait until then, in due time, e.g., fullness of energy. So let's make deepen continually, it will be overflow smoothly the expansion is possible. That's my experience.

To work systematically. Once we are doing some ministry, we have to concentrate fully what we are doing in hand, only then it will be effective. And we need to use the proper tool to do it. That is why we need many resources around us. In many cases, I pick up many insights from new books regularly. We have to consider the process. Every ministry is in motion, moving forward to something, so there should be process, buying people's mind, and working together. We need to be more systematic approach. We need to have two minds all the time: Automatic & Reflection, which implies Quick & Slow, Emotional & Intellectual. These elements are working in our progresses; therefore we have to work systematically.

And then, how do we become productive? This is another important question. How can be productive? Goal is important. What we are trying to do? What's our final destination? What's our purpose? We need to be a result-oriented mindset. If we don't have it, might get distraction once we face some different opinions. So stick at its result, We should not have to stick at routine, it makes not productive. We, human, used to do as usual, all the time; we need to check time to this: Are these styles productive? If not, we have to think seriously and might be to change the course.

I appreciate Dr. Melvin, who gave me this critical question, "what you are doing at now is effective and productive toward your goal?"

Effective and productive. I remember that I read one article dealing with this, "Effective & Productive" which was also written by Dr. Melvin, and I have thought this many times, many years, and just questioned myself while I was doing something, "Is it effective and productive?"

Once we are doing something, we'd be better to ask these two questions which are useful for us, and then we can also use it as a checklist. Once I tried to make school at Iksan City where was 2 hours southbound from Seoul Korea, even I spent almost three years, and it was really hard times and tedious times, but sadly was not much progress, then finally Dr. Melvin warned me to think, check "is that effective and productive?" I believe he talks about my leadership, strategy, behavior, and so on. We both know I am a hardworking man, and that's no problem, much better than lazy....but never thought of these questions: Effective and Productive?

If there is no effective and even no productive method, which we have tried for many years, then we need to question it, why we keep on doing this? In retrospect, I was not wise, but I couldn't stop it because I really wished to make school. Perhaps I also believed it was the right decision, right procedures, however finally I was wrong, therefore I have accepted Melvin's advice to stop doing that way.

How can we become effective & productive? Let me talk about the former first. If we want to be effective at some specific ministry, I found these followings in general: 1) concentration; 2) using the proper tool; 3) considering the process; 4) more systematic approach.

PRINCIPLE

5

IN-FLIGHT MOTIVATION

This is one of the toughest topic in the leadership. To motivate others are the essential to the leaders. Personally I was thinking of this all the way from the beginning to this ministry.

I think there are two stages of Motivations. First stage, I think 2-3 years since the started of ministry or project. At this stage, there should be team concept. Being a good team needs two elements basically: Growing/Caring each other. Another one is to Result-oriented concept. Only one is not enough, e.g., only growing/caring is not enough as team because team is not there for just fellowship, they are there for doing something, we might say to pursue something, to achieve to the given goal, project, so they are task-force to do it.

Actually the goal of team's existence is to make the goal's accomplishment, that's it. That is result-oriented gatherings. Without this concept, their gatherings are only for fellowship. This is important premise, "why we are here together for now even we are busy for our

individual life.”

Lets back to the main topic. We have to 'grown up' & 'care for' each other. This is important job to the leader. If they don't grow, they will leave here soon to look for any other organizations to achieve their personal growth. And also Caring is important element among team member. They have to care for each other in ministry and also in their personal life. Leaders have to remember always these two criteria in mind, and then he can push them to move toward to reach the goal.

I found another thing is to share leader's knowledge, info, data, resource, especially intellectual resources. If leaders know many things intellectually and academically, but his team is not having these resources into their hands, they may jealous to their leader. Of course, leaders should be the more higher than their members, intellectually, and strategically for the ministry. If they don't, team members are not believe in their leaders to getting it done in the end. Of course leaders have to be integrity in progressing. To grow more than them is leader's own responsibility. So as a leader, we have to work hard to be grown up ourselves in both areas. That is the first stage on Motivation.

Second stage of Motivation needs more skillful. I'd better to say artful in leadership. In this stage, leaders have to lead people nicely and safely to the final destination, and should be check where they are, e.g., whether they are burning out or not yet, or are they o'kay? And check it out each other these, do we are flying for final destination, also are we on the right track? And to communicate more personally, not just on business, because they were grown up so they know what's their business is. Feedback to them even tiny things, small expressions because their expectation is more higher than the first stage.

There is another airplane which is fueling to the other airplane in the air. Sometimes they are shown up right above to it, and fueling to the original flight which is flying to the given destination until to landing there safely. These are all of job for leading person, the leader.

People see the model of team ministry. The length of training: The length of training is various: 12 hours of training for two evenings; three times; or 12 weeks; depending on circumstances. If they ask me, to our Institute to come and train their people, I found two days in a row, usually two evenings; exactly 12 hours have proved to be the best and good enough to motivate to start up this ministry. We may call it "Basic Training" just like Army Training Base. Only to change their paradigm shift to be lay minister, and almost ready to do, 12 hours enough, and we have done this system last 10 years.

Who is responsible: The Senior pastor or assistant pastors are not in charge of this ministry? Of trained laity, PACE ministers, 4-5 people (usually small church), or 7-10 people (big church) will be composed of a [Ministry Leadership Group/MLG] which is responsible for the progress also success and failure. Of course, the cooperation and helps, also Supervision of the senior pastor and assistant pastors are essential. If the pastor or assistant pastors are responsible for this ministry, it is exactly the same format of the past so will be inefficient just like the Precedent. When the laypeople are responsible for the ministry, then their people see the model of team ministry. I mean laypeople, they will show the team ministry.

Biblical basis: There are four biblical basis: Ephesians 4:11-12 (theology basis); John:15-17 (ministry basis); I Peter 5:1-4 (realistic base); Exodus Chapter 18 (sharing Basis). Focusing on the Scriptural basis, and these are the core scriptures of this ministry.

Not the program: This ministry is not the program, but it is the pastoral ministry itself. It was particularly emphasized by the founder, Dr. Melvin Steinbron. Mostly programs are entirely lacking of personal involvement, but this ministry is totally involved in us and also formed systemically from the beginning to the end, and also well-organized. So we call this, "system of congregational care by laypeople."

Team Ownership. One day, I thought only Ogillah and I are talking each other, then he transmits those ideas what we shared to his Steering Committee.

I found there is some problem in this present system. Two were in

mind, Ownership & Responsibility, and also I am just giving them, then they just receive passively. They are not proactive.

Of course that's understandable because it is now, in the beginning stage for them and probably I am old than them, so they tend to rely on me.

But this kind of system shouldn't go forever. Now time to change of this approaching style anymore because they know something as much as I know about how to go and what to do for this MTU destination. So I sent this talk to Ogillah.

Hi Ogillah,

I am going to talk URGENCY. John Kotter, Harvard University, pointed this with WHY Failed?

"Allowing too much complacency...without enough sense of urgency." Many people were failed. Because they didn't work their part. Melvin pointed this. Only rely on everything to God. If we say 10, people will get 4 or #. If we tell 5..they don't do anything ..just sleepy...means they are forgetting slowly.

I found some are already forgetting our projects. No Contact means No Work. If we spend this waking step until September...almost giving up. In September and October ..people and church are preparing to end up this year. We are leaving for there in November.. So time will come to decide whether keep on going or stopping slowly. People around me almost forgot our project. Once they stopped its really hard to waken up.

Even some key member doesn't care about Melvin University as I told you. They are already satisfied with Seminary itself. And they are much smarter than us as i mentioned earlier.

In this process..I am afraid we can make it?..No wording..lip service..need to see Real Reality.

Can you talk with your committee about this matter. If they don't push you..they are giving up slowly..I am sensing. What are you going to do. Do you have money in your hand? That's good. If we don't have money, don't have urgency, don't communicate others.. Definitely we will fail. That's the answer. People have this answer already. No more only wording for this project.. look and feel this urgency.

Maybe we will be same to some people in the States, just were saying many times.. "we wish we have University." In that mindset.. already the game is over. Now..is time to decide Give up or Keep going.

Then, How to give up, How to keep going. We have to clear answer..if not.. Giving up.

If no one give us the promise to donate until..before we fly for Kenya.. It's clear to give up. Any other ideas?

Tell me now. Now is your turn. You are in charges of this project. It's up to you keep going or give up.

I am fully sacrifice.. I know it myself. I'd better to wait your action..and give up slowly.

It will be decided in two months..in July ~August.

Soon after since I told to Ogillah, he changed and definitely his committee is changed too. They are now having full-ownership and so get Responsibility to be success or failure. It is working rightly and also continually.

As you seen, Team Ownership is very important because they can getting things done. Let me tell you about LPM Korea. Melvin advised me two things when I started this ministry: producing Newsletter and making Team, because you cannot cover all of Korea alone! That was true.

So I made team. In the very beginning, 2-3 people came to me, later 5-7, lastly 10-11, so we have 11 staffs for LPM Korea all the way, around 15 years. They know I (Byeong) am the leader of this ministry in Korea because I am only full-time worker for this. Of course they think to be success or failure is fully up to Byeong. Yes I had that in my mind, but from the beginning I often told them we, our team, have responsibility for LPM Korea because we are gathering here for this ministry. So to share success, also to share failure. In the end, not too long, they had full ownership including me.

Meaningful and worthwhile. People today are checking out whether is it meaningful and worthwhile? For example, I met a junior student whom I taught at his Sunday school. It was a long time ago, around 30 years ago. I was associate pastor at one church in Toronto Canada and then he was a Sunday school kid, but now he is around 43 years old and a Graphic designer. One day he left a message to me on my face-book so finally we met downtown in Seoul.

While we are talking about his job as a Graphic designer, we agreed that he makes some banners with graphic design for the walls of Melvin University. Then we were talking to each other, is that meaningful and worthwhile? I think it's a proper question to ourselves. It's also a kind of ministry, using our talent for doing something good for people and also for the kingdom of God.

I think people as volunteers, as non-paid ministry staff, need alternatives which we are saying are meaningful, worthwhile and some says significance! Yes, that's true. People today look for something to contribute themselves. That's natural to human beings. As you know, Abram Maslow, an American psychologist said people want to be self-esteem in the end. That was the highest one of the ladder in the hierarchy ladder. I read one book, 'Success to Significance' which was followed after the book, "Halftime."

Maslow's hierarchy of needs is an idea in psychology proposed by American Abraham Maslow in his 1943 paper "A Theory of Human Motivation" in the journal Psychological Review. Maslow subsequently extended the idea to include his observations of humans' innate curiosity. His theories parallel many other theories of human developmental psychology, some of which focus on describing the stages of growth in humans. He then created a classification system which reflected the universal needs of society as its base and then proceeded to more acquired emotions. His theories, including the hierarchy, may have been influenced by teachings and philosophy of the Blackfoot tribe, where he spent several weeks prior to writing his influential paper. The hierarchy of needs is split between deficiency needs and growth needs. The theory is usually shown as a triangle in illustrations.

Helping through questions! We often hear that “right questions” are much better than wrong answers. Of course it is used at formal counseling sessions. Anyway, questions are more important than hasty answers.

As we know, QUESTIONS make people think of it! They tend to be more confident once they decide the answers by themselves than giving unmaturred answers from others. In the sharing of P.A.C.E. ministry, it is important for lay pastors to start dialogue by giving proper questions.

Mostly we are going to give answers too quickly, willing to give answers naturally, that’s the nature of human beings, but most of those answers might disturb them to get correct answers, or no room to think of it.

In the leader of PACE ministry, once we supervise the lay pastors, we’d better use this system, e.g., “giving the question” and then let them find and use from their own style. P.A.C.E-ing has the same concept to everyone, but its using and approaching style is different to each lay pastor. Looking at how to do it according to their own style, own approach. They think continually how to change, how to do it best for themselves and also for the clients, e.g., flock family.

And then, gradually they are becoming professional in that ministry. Once they find their own style, it makes them confident in their style, it’s called professional (my paraphrasing).

They need to be creative to find the best P.A.C.E-ing and it’s possible only through continuous questions; how to do it better than before, than yesterday. And we might suggest that lay pastors get habit of writing, a.k.a, reflective journals of their ministry on PACE. Once they are writing, they will be more creative as we know Goethe’s writing habits. His writing skills came from his habits of jotting down every pop idea.

Commitments. I think there are some stages of commitment for the longevity. First of all there should be something special case, special incident, or strong feeling inside something to do. For me, the third one was there. Something very strong feeling in my mind to do when

I jumped into this ministry. I think this is the first stage of commitment, kind of promised myself to God.

The second stage is that meaningful to our life? I mean good work and helping others, and then I felt this is also meaningful to my lifelong. If there is no meaningful we can't keep on going and this is sense of accomplishment. Good start and some small result at there and see the people look happy, having joy in the ministry is important. I think this is the second stage, even small progress in there we feel good.

The third stage is something different from the precious two. We are feeling something difficult, fact to roadblock, learning about human, ministry itself and get experiences from real field work, wrestling with some problems, but still keep on going, and then we feel we are growing.

I think there were some important moments for me to grown up. I read an article which was written by Peter Drucker, said that if nobody is going to receive any benefits from any work, it's possible to success. It struck me! I am working for something now, but if I don't expect any benefits for myself from there it will be successful. It means we have to work for ministry itself, nothing else. I understand what he meant because I was there, in the midst of ministry all the way, of course I understood it slowly and after many days. And also this concept became one of my lifelong partners; I question myself all the time, why I am doing these things for now, because God wants me to do this, nothing else. Through this concept, I have committed myself again and again to this given task for now.

Lastly, what is the last and ultimate commitment? I think it is "to accomplish what was given to our lifelong." Yea, and so we have to complete well just like Jesus who was said at the end of his life: "I have done what I have to be done." Let's do the commitment continually until the end.

Team Ministry. Two things come to my mind about team ministry.

One is "whether it is helpful?" or rather "damaging when gathered as a team?"

Once we talk about a team, it's common to talk about things like, "It's better if we work with each other," "we can't do it alone," "we have to form a team to go in the long run," and so on.

Marlene Wilson, an American Volunteering Expert, wrote in her book, "How to Mobilize Church Volunteers," there she talked about three things that happen when we get together as a team: one is Synergistic, the other two are Symbiotic and Parasitic. In other words, Synergy is $1+1=4$; Symbiotic is $1+1=2$; Parasitic is $1+1=-4$. Isn't it meaningful? and the team leader has to think of this phenomenon.

Another one is Dr. Patrick Lencioni, an expert on the team's "dysfunctions." He emphasized that we have to be careful of the team's dysfunction and overcome it. He made this progress: [Trust > Conflict > Commitment > Responsibility > Results]

If we have weak trust, there is conflict. If the conflict is unresolved, the commitment is insignificant, and the responsibility is weakened, and the consequences are fatal, so we have to keep these five things in mind at all times.

There must be a proper reason why our team is here. In my case, our team was formed early on to serve. I didn't think of anything systematic about it, but I always emphasized two things: First, take care of each other. It means that each person is responsible for each one's growth. That is, care and growth together. The second was achieving the goal. The focus should not be missed on the results. In the case of gathering at the level of fellowship or friendship, there may not be such a goal, but a group gathered for ministry or special purpose is an inevitable task to achieve its goal. So I've always tried to achieve both here "care and growth;" and there "achieve goals."

By doing this, the concept of family ("We are family") and the pursuit of meaningful and worthwhile ministry were in place. When these two things coexist well, the team members feel satisfied and happy in the present. It is to continue to feel meaningful and rewarding with expectations for the future.

When the first one is insignificant, the warm atmosphere is weak,

and the level of commitment decreases. On the other hand, when the pursuit of results is weak, there is no personal burden, so they cannot grow, so they are prepared to leave as complaints arise. It's uncomfortable to feel the burden of being not removed, but otherwise, personal spiritual growth is not possible, and we don't feel a sense of accomplishment in the ministry, so we'll be ready to leave soon.

Dysfunctions of a Team. We cannot avoidable this topic, because what we are doing in the ministry, is definitely team ministry. So we need to deal with this issue. As we know the expert in this area is Patrick Lencioni, wrote the book, Five Dysfunction of a Team. You can see more in details about this at end-notes. I will just pick up a couple of important concept which was helpful to me directly, and I will write down here.

Above all, he talks about "hesitate to ask for help" in the first section: if we don't TRUST each other. This is an interesting part in the team. Do we hesitate to ask for help? Why? Of course we can't ask right away after encountered now, a few minutes ago, but time passed a few months, a few years we can ask for help, not only financially but in the areas of ministry. One of my colleagues is doing this very well. Actually I am an introverted person in this area. He approached me and ask for help very easily and in ordinary. Sometimes I am embarrassed a bit.

And then he mentioned about Conflict. As you know there are conflicts once people work together for something. So conflicts among them are natural. We don't need to avoid this, in somewhat it might be helpful for all. Most of team members are afraid about this issue, Conflict. But I found some of competent staff-members in Korea tend to accept gladly to get discussion, dispute in harshly, but in the end we will get more good solutions, and more productive.

The third issue is on the Commitment. Through Trusts, Conflicts, its team member are getting to tie stronger each other, because they discussed and disputed a lot, and found each other for possible working together, and smoothly moves on to Commitments. If we

overcomes those previous two, this third one is naturally happens.

The more stronger in the team concept, the more accountability toward to the given mission. That is true. I found more stronger team tend to check each other how he/she is accountable in the project or ministry to completed.

Last one is what we call, the Final Destination, e.g., the Result what we had planned in the beginning stage. After all we, team, exist for this final stage to get results. If we didn't get to expected result, how desperately disappoint of it, and all to stake-holders as well, it will be terrible experience in their life.

As you see there are five process of term ministry, and if there is dysfunction on each, we couldn't make what we wanted, so need to look at how it functions well, and also to modify those dysfunctions before too late!

Two kinds of Time Frame. I was thinking of these before: "the earlier the better? or the latter the better?" As such, "the more training the more commitment?" or "the less training the more commitments?"

That is interesting questions but in some sense it's meaningful, isn't it? Lets talk about Training in relation to commitment.

The long Training the more commitment? No, I don't think so, especially in this busy era, in this informational era. I will share with you about Korean church. As you know our Christian history is a little more than one century. First time, in the beginning stage, we needed Revival Meetings, and soon Bible Study because most of congregations didn't know the Bible well, and later Training for Discipleship Making which was taken for three-years of time span, then changed to Missional Church a period of short time, plus a lot of para-church ministries was begun to imported into Korean churches, it was around 1990. Our ministry (LPM/PACE) started in this era, e.g., in the beginning of many kinds of ministry paradigm begun. Now we, Korean churches stuck at corner, because we have done everything what we needed.

By the way, still some churches, many churches adopt 3-years discipleship-making paradigm. Pastors think the paradigm, "the more

training the more commitment.” but the problem of the congregations can’t wait for three years in the hangar, because they had learned a lot and know something to do but still traditional churches, pastors think the old pattern; more training, more commitment. After three years’ disciplines they don’t stay at their home church where they have learned, so they left that church right away and looking for some churches where they could to use their knowledge, skills which they have learned.

Yes, definitely they need more training but no more basic training for now and they urgently need now it to be equipped to take off and fly.

Traditional motivation vs present motivation. Churches in the past, senior pastors had some weak point in terms of motivations. They put a lot of energy to start-up, in the beginning stage, but unfortunately once it started they hands-off right away.

There are two reasons why they do this way continually. They think their job is only to start-up and the rest is upon to their (lay people) job, so automatically hands-off. And, maybe, they don’t think of how important to keep in motivating them even completed start-up, and maybe don’t know how to make them to grow, e.g., in-flight motivation..in some way that is hard job to do for them because it needs be very skillful leadership, I better say it needs more artful leadership which is necessary to upgrade and updated them, and/so they need to know more advanced knowledge to adapt today’s lay people. Because one reason is that lay people today are more grown up very much than yesterday, so it challenged to pastors today. Their motivational skill, motivational philosophy in the past is not match to the expectation of lay people today.

Bigger goal is better. People, especially big people are more interested in the bigger project, bigger mission.

There are two kinds of mission in the world, bigger and smaller. Both are equally important. Let’s talk about my case for instance: Institute and University.

Institute begun in 1999. University begun in 2021. Through Institute last 15 years, I met a lot of people and grown up enough myself. But through making university, I met another level of people and I have grown-up different level from Institute's.

Some people who were not interested in the running of Institute, now they are interested in the making and running university. Why? Probably they think university business is more higher than Institute, also they think proud of themselves to got to know who is running university.

Another way to consider is that why bigger mission than smaller one. That's definitely for ourselves. Once we get bigger goal than our present ability we are more challenged so bigger one is much better for our personal growth.

Importance of practice. There is one story of the man who stops a musician on the street in New York and asks how he can get to Carnegie Hall. The musician replies, "Practice, and practice." As all of us know the practice is important key to get advanced skill. Trough the practice, we can learn and it makes habitual so we can make what we wanted.

Also, what is the practice? Practice is the repetitions. I have done a few important things many time in many years. Especially for making Melvin University, I needed this principles more ever than before. Because we have done this mission in due time, July 31st 2021. So I needed more energy, more concentrations on the given assignment. Without this strategy, you can't make it. Believe it!

Communication. Dr. Melvin advised me in the beginning of ministry "to make Newsletter" regularly (it was in 1999), he said no too big but only one page of A/4 size to start up.

His advice is still working in my heart and in my ministry. Since then I was thinking about how to make Newsletter more nicely and more regularly. I strived to keep it.

Especially, we are making Newsletter in the beginning but sooner or later, we will find that definitely the Newsletter lead our ministry. I

think that why he told me in the very beginning, because he knew what is going to happen to our ministry in the near future. If we think to make many pages at beginning stage, it will be going to quit soon, e.g., it's not easy to keep on making it regularly, just on time, especially in the beginning. In the beginning, we have many things to do by ourselves, so not possible to concentrate on the only making Newsletter. Anyway we have to concentrate on it because I think it will be decided our ministry could success or failure.

If we do not communicate with others, they don't know what we are doing, and what we are going to do tomorrow, next months, and even in the future. There are many benefits to making newsletter. We can retrospect what we have done while we make newsletter. While we make it we collect, study, even research many things what relates to our ministry. As we making it we look at our future, where are headed, what we are going to do next month, next years.

Also personally, we are growing a lot in the area of editing, designing, for me, finally building our web-sites freely. Today I can open any website in a few hours, why? I have done making Newsletter last 15 years continually, so I have learned how to make it offline and online. People need both communications today so, it is indispensable to be shown both.

Communication internally. Let's talk about internal communication for now, and you know what that mean. I remember Mr. Will Mancini who wrote the book, CHURCH UNIQUE, which I have translated into Korean many years ago. He wrote about the communication especially internally, so it was impressive to me then, and I try to remind of for writing here. Actually, we LPMKorea has been communicated a lot, I mean internally. We met everyday at our small national office. And now I am talking with Ogillah in Kenya in everyday, we share our hearts, our progress each other.

Look at Jesus with three core disciples. They talk, share, pray together almost in everyday. Actually in some sense they live together. Because they are core member among twelve and Jesus needed them as a core.

Communication internally with core members provide fueling for

themselves, for the final mission possible, so unquestionable fire is burning continually in their hearts.

Through this process, people out there see and tend to jump into this pool for now and more people in the near future. Without this energy internally, it might be mission-impossible. So we need to keep in mission-soaked communication going in endless. Dr. Melvin said "we can't do it all ourselves," so need them for completion together.

Impelling Force. You know what that mean of it in the Dictionary? It said, "markedly effective as if by emotional pressure." There is another term, "compelling" which means 'driving or forcing.' Feeling both similar, but it is different slightly. I guess the difference is: "compelling" is pushing by ourself, leader himself, physically and intentionally, but "impelling" is a little soft, which means leader give them motive, somewhat motivation, then they feel some 'forcing energy' from their inside, that's impelling. Not sure this is correct but my own definition, and hope it's right.

Yes, once we are going to complete some ministry, we need 'impelling force' from their inside, from their heart, from their innermost, say, "I must to help him to do this project, I have to do it. I want to do it."

I got this feeling once I started this ministry around 20 years ago! Dr. Melvin gave me some informations, just informations, by the way it lighted fire in my heart very strongly. Also it was lasting in my hearts next 10 years, and I think still I have it. Nobody can't put out that fire in my hearts. That's it.

Input & output of PACE. It's depend on "how much output" of PACE ministry is according to "how much we input" to there, which means how much we care for them, it will be make a difference on them, e.g, amount of Input=amount of output.

That is definitely true. People are people. As much as they received, they will changable as well.

The goal of PACE ministry is not just care for that moment, but ultimately it to the person's life. Especially psychologically, spiritually, might change more positively than before...

Do you know how much grams to make one cup of coffee? It needs 13~15 grams of original ground coffee.

So Input decide output definitely. If 10 grams? even 5 grams?..what's gonna happen its taste? just guess and imagine!!!

Exactly same to our PACE Input.. What kind of PACE Input are you activating to them? Yellow Input? or Red Input? Maybe they do what they received from us: with pure heart? with integrity? with honest? with innermost feeling?

Touching at PACE ministry. This is a very sensitive issue because people think of it only as physical touch, of course not to everyone.

There are a variety of touches: physical touch, spiritual touch, to the heart and to the soul, and a name of few. But here let's talk about these four areas. I think we can touch all of them. It depends on when to use, what they need, and how to use them from us.

1) Physical touch: physical feeling. Some people might think this is no need to deal with, but as you know physical touch is important in the PACing. Tapping their shoulders, lightly their arms or hands, shaking hands ,..all of these are definitely meaningful to PACEee. Why do we need physical touch? Signs of comfort, encouragement, and cheer up, etc.

2) Spiritual touch: God's grace. Some people are tending to spirituality. This is a spiritual issue. Prayer together, encouraging biblical concepts, worship at gatherings, nurturing, etc. Why do we need Spiritual touch? As someone said, human beings are spiritual animals. And also PACE has mainly spiritual issues in the end.

3) To heart: Sorrow, sadness, joy, loss, pain, and empathy are in the heart, and we need to understand them. Touching their heart is important. It goes long remembered in their heart.

4) To soul: Make them have an abundant life of Self, of God and of faith. Touching their soul is also important. Touching people's hearts is not enough, because it tends to emotional aspects, so it should be connected to their soul, I mean to their sound mind and its

life, so we have to think of it as well once we care for them.

Theory and practice. There are two approaches in ministry: [theory] and [practice]. Theory first? Or the practice first? Some people first hold the theory in their hands, and then move to apply it to practice, but some people first practice it and make the theory based on that practical experience.

There are some books, first of all, usually written experiences. So it might be a little bit boring. Short-tempered men like me going beyond just reading experiences that are over 10 pages is a bit boring, too. Later, they move from that practice into theory. But some books are several established theories first, on the other hand, to then take hundreds of pages to explain it. It's a little bit hard to see this at first, but simple and mediocre.

Most of the school suggests teaching and learning theory first. They are learning theory in the classroom and trying to apply them into the field. We can not say which one is better than others. It depends on the given situation.

Of course, we need both. When we look at Rev. Melvin's second book ("Lay Driven Church"), it says, "A theory without practice has no fruit, and a practice without theory has no direction." That makes sense.

There are many theories about the lay pastor ministry. In other words, Rev. Melvin first started as a practice and established the theory by developing various materials for 35 years, which led to the possibility of the establishment of Melvin University. The school was different from the church, so a confirmed theory was needed.

Such theories and materials are very practical and useful for the PACE ministry in the actual church. So LPM/PACE is a practice as well as a theory, which means that PACE is practical, and directly and reasonably utilized in our daily lives. So it contains both.

But there are times when we find ministry boring and not growing enough. If we continue to focus on practice at such times, it is difficult to know where we are now, and what we do. So we need to

check and then need to change this and that. In this way, we discover [the theory] necessary for practice and find ourselves using it. In other words, we can apply these two while properly utilizing them.

A person who has mastered these two aspects - theory and practice - is called a 'practitioner.' In other words, it is a case of success not only in theory but also in practice. So we need both of these. It is to practice for a while, and then return to theory, and then check the theory for a while, and then return to practice. You can rely on such experts at first, but we soon become experts ourselves on those two areas. If that doesn't happen, we can't grow and neither will success.

We also can get theoretical things from interpersonal relationships, books, experiences, and intellectual levels and from colleagues. And actually, we can get it intentionally and on a little emotional level.

I've been practicing for years, but I read books to reaffirm my leadership as much as I can, even now. There are many differences between the ministry as an Institute, and university's management. It's to see how well I cope with reality - university management. This is because it helps me grow personally and develop administration and leadership.

Reactive vs Reflective. As you know, there are two kinds of people once to cope something. Directly, Steve Jobs of Apple Computer was a reactive person, and Bill Gates of Micro Soft was a reflective person which I read from some article.

As you think we need both approach style in terms of situations and circumstances. Because sometimes we need to be quick to urgent situations, need timely decisions. Also in the another time we need to think for a while once a long project is going and just keep it going well, we don't need to be quick, quick style. So according to circumstances we have to decide which style is more matcher than others.

Much later, Steve Jobs changed his style to be reflective, then he doesn't need to be a quick style all the time, and also Bill Gates changed his style a bit more to be reactive! So he doesn't need to

decide everything very slowly.

Actually, I am a definitely quick style, yes it makes mistake and something wrong once in a while with that hasty. But I like to say here. Once we start some ministry, some project, we need to be quick decision, as Peter Drucker said, "Timing is everything," so if we miss the opportunity, e.g., timing, everything might be distorted before to start-up itself.

After start-up, we need to be more reflective approach because some people couldn't follow our speed, and some have different approaching style even among our key members, they have different life experience, and different background, different philosophy academically, so to be reflective approach is more wiser in the flying time, in the course of procedures. No need to be quick style always, but once it should be done on time, we shouldn't be hesitate for it. This is what I mean here.

Something to Consider. Once we are communications with others, individually or in groups, we need to be cautious at some areas: fake communication, egocentric direction, controlling, to get private information, and misusing, so on.

Sadly, in our society today many wrong things happened, so as same in our communication. Sometimes we tend to fake communication. Of course it is understandable once we are pursuing to do completely, we are using a little fake (more motivated intentionally) communication, but we have to be careful it should not be our habits.

Sometimes we may communicate just in my point of view, so it's ok to me but something bothering to them. Yes, we do this time to time. We have to be careful not to do this way continually. Also we are going to control others something with wrong concept. I mean we use strange tactics with curiousness. Sometimes people are communicating to get private information to others. Do we need to know their private information? Of course they say, "to care for them more nicely, so collecting more private information." But, actually, this is definitely not correct!!! We have to be very careful to know other's

private matters, also to deal with it. We need self-discipline about it.

And, also not good to misuse the information on the other people. We have to be very careful on this as well.

Emotional and intellectual. I found that those who were joining the ministry were in two styles: Emotional & Intellectual. Emotional people get off to a quick start with a burning passion to the given work. As we know, the planned ministry or project must be a 'start' definitely, so these people are absolutely necessary.

In other words, a style like Peter in the Bible is essential at the beginning. Perhaps irrational, reckless, impulsive style, but still much better than someone who sits back and calculates about success or failure.

You will remember the Wright brothers, who invented the airplane. The brothers had extraordinary passion to invent it at a factory underground and work there. They started. After a few failures and trials and errors, it was eventually known as the Wright Brothers when it came to airplanes.

However, according to one report, another team was planning to invent the airplane a little away from the Wright brothers at the same time. The team consists of faculty from top universities, professional scientists, mechanical engineers, and government financial support. But it ended up with a desk discussion. The team would have looked at the possibilities as a group of intelligent people. However, the given mission has not been accomplished, and perhaps this is a characteristic of intellectual people. In other words, it is compared to emotional people.

In Korea, emotional people came first as staff when starting the Lay Pastor Ministry Institute with Melvin's resources. When I talked about my vision of "helping Korean churches with this ministry," some first answered "yes" and served as a founding member and became a cornerstone for the ministry. Today's Melvin University could be possible because they joined right at the beginning.

By the way, in the ministry, it is difficult to achieve the goal with

only these emotional people alone. I found that there is a team to startup, and another team to mature, and then another to complete it, that's where the finish line and landing spot were given. In other words, more intellectual people should join in. But those people don't join in the early stages. They might consider various things, look at the progress, and decide whether to join. If it's from 1 to 10 stages, Emotional people join first or second stages, and then intellectual people join almost sixth or seventh stages.

Anyway, a leader needs both of those kinds of people and should be prepared to accept either. First people, emotional, will need encouragement, and second people will need confirmation of what they have done. This is because intellectual people want to make sure that their leaders recognize their attempts and what they have done.

Not getting Done, also God's will?. People might say that it is God's will that is 'NOT getting done of it.' Yes, it might be true, but we should not adapt this idea all the time, to all of our ministries. We'd better to learn it.

Actually this is a sensitive issue and also to refer on this issue is also risky. But I want to deal with it only one time in this book.

Who has responsibility which was not getting done? Honestly speaking, it's totally upon to us, especially to the top leader. Why? We as a leader, has full responsibility whether to success or not. Look at leaders around, just simply let's look at Dr. Melvin in the Lay Pastors Ministry. He has done this ministry nearly for 30 years and now gone to the bosom to the Lord in heaven. He took full responsibility to this ministry. And once he has said that "God's work should be done by both, God & human being," which means we human being has half responsibility according to his logic. So if some ministry is not getting done, that's not God's will at all. That's our problem.

Probably lack of experiences, lack of leaderships, lack of strategies, lack of people, yes, probably it might be too big to get done for us, for me. But actually it's also not proper excuses! We need more competent people. Yes, also money is critical issue to deal with. That's true problem to the every ministries. In my personal experience money

issue is not all. Because I used to tell, "money comes very last." It comes, but very last moment.

Motivation is indispensable to complete our mission, and even in-flight e.g., aka, on-going motivation is the most important to keep on going continually. In terms of motivation itself, once they are flying, motivation on them is very effective, because they are in the real field, and in there right now, in this right moment, so they need it every seconds and also it is very workable.

Continuous improvements. Do we want to improve our organizations? our ministry? The answer is to change "how-to," not what to do. Look at Lay Pastors Ministry. What is it? It is changing "how-to" do ministry, e.g., from the old system, traditional system to new paradigm. Changing "how-to" because the old system, old operation is not good in the light of the present situation, and it doesn't work any more. It was ok and good before but no more.

Changing operation? Operation differently! How? Hundred percent of change in the one morning? or changing gradually? Operation is "how to do it" to get done! which means in the Dictionary, "the fact or condition of functioning or being active!" Function is the same as role, which is "how to act" for the purpose and intended goal.

Lay Pastors Ministry is to change the function of pastor & lay people, changing operational methods. Before, the pastor's function was 'long ranger,' so saying "follow me." But to change from function & role. No more lone ranger but encourager, equipper, guider, helper, which is their function, operating method into the biblical way. It is to transform, to change the operational way in old fashion to new fashion, to adapt in reality today, that's the only way to improve our church, and our ministry continually.

Future that has already happened. The important thing is to identify the "future that has already happened" We live now, but have to read the future. What is that? Lets talk about this in the light of Lay Pastors ministry; now but future or future and now.

If people are talking about caring's problems in their church, or lack of caring individually, it signs that they need Lay Pastors Ministry which means LPM is already here, in their church. No? Not yet? Yes it means we need to prepare in advance because other churches are doing already, and other countries are doing this ministry.

Future is not here yet, but its signs, phenomenons, clues are here. It means we have to read that "future" is very near to us already. That means we have to read future wisely. So we have to prepare the sooner the better. If we look at the future physically, it's already late. We have to take future in our hand, and have to draw future to our place, in the other meaning.

As much as we prepare for the future, it will come to us shortly than others which mean we cope with it nicely than others, so it will be cut down our worries to be happened. If we don't get it in advance, we are already late. Because it comes in the one morning without knowing it consciously.

To read future in advance is also we, leaders' job and responsibility. Future is not over there, it is here already, the matter is that we could identify it or not.

Lets say one illustration: once I got to know Melvin's book from Professor Elsner of ACTS in Soul, she suggested me the book and said "Korea churches will need this book and this ministry in the near future." It meant we live now but I felt her prediction is not very far from now, even it's here because I felt it in emergency!

Actually Korean churches are waiting for something to be happen, they wanted to get out from the status quo (present situation, current situation), which means they wait 'future,' in other ways they have seen the future that has already happened.

How do you see the Lay Pastors Ministry? Is it here? in the corner of your church? even though never seen it physically? Coming to you soon without knowing it, so prepare for now to accept it. If we are waiting for that until every one in church, in the group known physically, its already late. Better to get it now.

I had read the book, The Daily Drucker. Peter Drucker was a.k.a. the "Father of Management." He wrote more than 30 books, so his

colleague Professor Joseph A. Maciariello (Claremont, California) made of ONE volume, the comprehensive book, called 'The Daily Drucker' which was selected precious insights from those books. So I read thoroughly this book for a couple of times, then picked up some useful clues that might be possible to apply to our ministry, so prepared this journal, titled Lay Pastors

Peter Drucker was an ordinary christian, but he was effected to the many Maga churches in the State. There was the man, named Bob Buford, he was also ordinary christian but he became famous through what he wrote the book, Halftime. Bob read Drucker's books and listened his lecturing directly, so Bob suggested to Drucker that "lets help American churches with your ideas, and philosophies of management and opinion about churches. It will be helpful." So they agreed each other, then gathered about 40 pastors of Mega churches, including Rick Warren, Bill Hybels, so on. Mainly Mega churches' pastors. They already knew Peter Drucker, so easy to gather ...for two nights and three days, they listened to Drucker's teaching for churches at one hotel in Texas. More in details on it are in the Buford's another book, *Drucker & Me*. You can read it.

Leading the significant ministry. I have trained one church with PACE, so one of trainee made circle at 10, means she wanted to do this kind of ministry in her lifelong, and she helped, cared for people very well many years already, and it was more effective than associate pastors, she was trying to do this caring by herself, nobody in the church, even church are not recognized and publicize, so she was dying of burning heart, by the way through the PACE equipping seminar her burning heart was rekindled inside, so she became the ministry leader of PACE in her church, and later she became one of national leaders, and finally helped to start PACE Seminary, Nagaland India.

Another example was that I have heard from one pastor of PACE network churches. He said one day their ministry leader of PACE, Mrs. Oakja Kim came to pastor's office and expressed gratitude to the pastor because church gave her to lead this PACE ministry, so she felt

self-esteem through her leadership, actually she was just ordinary wife of farmer, and of course herself was a farmer all of her life, so she thought her life will end with poor farmer's wife, but one day she became a leader of significant ministry for her church. So it was a fascinating story to hear.

Another story was that I have trained at one rural church for two nights, from Wednesday night, and Thursday night, usually starting at 8pm and finishing at 11 or 12 midnight. On the second evening, we started about 8 p.m., and went on the session until the next morning, 4 am. When it finished about 4 a.m., I asked the participants to say something, and then nineteen people were there. They talked about how they feel about the training, and expressed it one by one, but one gentleman, named Mr. Han, looks about 50-years-old, he said that he is going to promise two things through this session.

One was to talk to his wife, she was also there, but looks very young, less than 30 years old, anyway he said very sorry to his wife at that moment, because he was drunk almost every day, he is actually a patient of defoliant which got from Vietnam War, so his life desperate past many years, so he has been behaving to his wife badly, he said sorry again to his wife in front of us.

And the second promise was that he wants to do God's work from now on, then we didn't know what he meant, but later on I heard from the pastor, and also I have seen with my eyes many times, because I have visited and re-equipped them in the next few years. First, he made LPM Office in the compound of the church that was big enough to sit 15-20 people, lay pastors were gathering at the office all the time, once I visit the church I sat there and talked with them, and he did other things that made pond with pretty fish in the front yard and also got up 4 a.m., early morning every day, to ring the bell which is traditional bell at rural churches, even during in cold winter season he got up so early, probably 4 a.m., come to church and ring the bell, so people come to church for dawn worship service, 5 a.m. He changed through PACE. He kept the promise for the next many years.

Mrs. Yoon's is also another case. She was a member of Hallelujah church. One day pastor David Kim asked her to help PACE ministry in their church; those days about 5,000 people were attending the church. She didn't know exactly what the PACE ministry and Lay Pastors Ministry was. However, she was dedicated more than thirteen years for this ministry, for her church, and for God.

As we see the stories up to now, lay people find good things from this ministry, that is why I put 'hope' on this ministry. It gives them to church, and also they grow, and they love what they are doing, so they felt real accomplishment. And their self-esteem became much higher than before, and on the other hand it gives them freedom to use their God's given spiritual gifts.

When we talk about freedom of lay people, there is no need to misunderstand! Actually they are not bondage in the hands of the pastor. Freedom here means they need to use their spiritual gifts. Everyone has spiritual gifts as we know, of course there are different opinions on how many spiritual gifts in the Bible. For instance, Melvin says 27 gifts; John Maxwell 24 gifts; James Garlow 20 gifts; Ronald 15 gifts; some says 20 gifts. Major differentiation is how to see Ep 4:11-12, some think those are also spiritual gifts, but others don't count them as a spiritual gift, also some distinguish spiritual gifts and ministry gifts that is why there are many different opinions on the number of gifts.

See the possibility of growing in them. People can be better people, it's up to how we see them, how we treat them. I think there are two ways people grow: 1) by themselves; 2) from others.

For instance, I grew a lot through this ministry,,,but Melvin contributed to my growing what I am for now. So sometimes other's perspectives might decide whether we grow or not.

What's the function of PACE? yes Caring..just caring? We start with PACE, e.g caring...but ultimately we help them to be better people..aka. make a difference.

People have mostly low self-esteem, but Melvin's perspective was

on me positively and also possibility in me, he helped me to wake up to that potential. People can be better people than in the present situation...not physically but mentally, psychologically, spiritually whether whom they met.

Everyone has the possibility of growing in them. But why some don't grow: non-assignment, never realize why they need to grow. There are factors to grow: from a teacher to a colleague. Look at our congregations why they are still in crippled, non-matured, probably some don't know how to grow.

Melvin said most failures come from non-experienced, but my paraphrasing, through trial and error, which means through failure, they are growing, and can be an expert in the end.

When I jumped into CPE in Woodstock, Ontario Canada, our supervisor Dr. Muriel said to me, "Byeong, you are just an embryonic whistle, young boy." She meant I am not matured yet, and through CPE, my trial and error I was growing slowly. So in the beginning of any ministry, we are non-matured and not experts yet, so might be making mistakes but slowly we will be growing. So only practice make us grow, and we need to remember and treat them that everyone has possibility of growing.

PACE is effect. Just like Butterfly effects, Domino effects...so PACE is as well. There are many bad effects in the word. One terrible behavior makes the word upside down.

Care for others has effects. Caring is abstract, it doesn't see clearly to our eyes, but people feel it just like air. For instance, you know the word, "consideration", in other words "thoughtfulness" at job place, to personal relationships, and so on..couldn't see but feel it. That is very trivial thing but it affects people's daily life and sometimes its memories go very long, in longevity. That's PACE. Just like bad and terrible things affect many people, caring with consideration and thoughtfulness are also effects to the people.

Mostly great things take place from very small things. Every great effect happens from a small place, one person's idea, from insights,

dreams, even from behaviors. Let's say Mother Teresa. She started with a merciful mind seeing the dying people in the street. Small beginnings. Small consideration..but its effect was enormous.

It depends on how we see people. Shouldn't try to change them, as we know we are going to change them but they become more protected attitudes, then it makes their habits and later it might be their bad life's philosophy. As good as small consideration affects their life journey, small bad effects go far longer in their memories.

PACE-ing is surely giving effects. We never tried it intentionally but it comes out from ourselves naturally. That's it. So we need to sharpen our inner being endlessly.

Meaning of Twelve Foundations. Twelve foundations are excellent for any ministry to startup and for the next few years. How important it is! It was really helpful when I have started this ministry, because it was my guideline and just like the North Star for my destination.

After ten years of ministry, LPMI USA, Dr. Melvin himself discovered and written these elements. Through ministry, he thought how they success in this ministry, or how resist the failure, so he developed this. Once I started this ministry in 1999, since he has done already 20 years of this ministry in the States, he had plenty of experiences in terms of success or failure of the ministry. I have followed this guidance from the very beginning, but now for me, it is out of date because I have used it very well last 15 years. But I suggest this to the readers again.

It starts with Vision, and finished with Maintenance. Why? Vision is to start, and maintenance to finish line is important. Because it is beginning to the end. For me, it took 6 years to master this progress. So every ministry need this element at least 2-4 years in the beginning stage, later on it will come to you automatically as I have done.

Most of the other materials may use for 5- 6 years or 1-2 years, I mean all of written materials of ministry program have focused on how to start and doing next few years. I found nearly every book has written to start up, because I think most of the ministry start and die

soon, so the materials for longevity is not good for selling and not many people are interested in those stuffs. No user, no production. So start too soon and die too soon, because they don't know how to proceed and don't know what's in the progress, but our respected Dr. Melvin suggested those necessary elements.

The first element is Vision. We have to start at some point, starting line, what it is? We need to get something in our mind which is important for church, for society, or for the people. That is the starting point and moment the vision sprung up. For me, the vision came from my teaching at theological school around in 1995. I was asked to teach on the pastoral care (actually it was my major in those days), so I was discovered the book, *Can the Pastor Do It Alone?* I taught them with this book, finally they asked me to translate it into Korean. Furthermore, I still vividly remember the moment that I had a strong feeling something compelling in my mind. Likewise, I think I had vision at that moment. For Melvin, he got some unsatisfied feeling about not equipping his congregation, even three churches he pastored, so he stopped and think again over again, it was his visioning moment, we need those moments even different format individually, so strong vision is crucial to start up.

The next is Ownership. Melvin advised me, literally influenced me, to get ownership. I think there were a few things for me to get ownership in this ministry. Above all I got vision from myself, means from my inside, and then LPMI USA, Dr. Melvin sent me a kind of Certificate of Appointments. It makes me another shot to get more ownership. Even it is only one page of A/4 size paper, it gives us huge responsibility for the next many years. And then, I got more and stronger on ownership because local churches asks me very much, so sometimes I have visited three churches and equip them in a week, through that training I got more ownership, so I became committed whole of my life for this ministry.

Third is Structure. It should be simple, and it is there just for ministry itself....sometimes too many people involved and, too complicated structure, even in the beginning stage. It makes us more difficulty to go forward, so to have more people more complicate, but

is okay much later on, but in the beginning we have to be careful not too much complicated and also not to be distracted. If there are so many people involved in the startup, more trouble will be there. So make it simple, just like Jesus, less than 12, I am saying 7 to 9 people is reasonable. Startup is important. For instance when we, me and Mr. Aloto, started PACE International Seminary at Nagaland just two of us talked in the beginning stage, and I told him many times that we have to start up first, so just you and me decide and startup, and later on no problem how many people involved in there, but in the beginning, so finally we made it and succeeded to startup.

The fourth is Call, and the fifth is Equipping. We, as a leader of this ministry, have responsibility to equip the saints once we start up and later on continuing equipping. There are several of equipping opportunities, not just only equipping at church inside, but we can take them to visit others church those we're doing well and also take them to participate in the regional conference and national conference. This is all the opportunities that they can grow. Actually one LPM/PACE church visited other LPM church that have done more years already than themselves, so there two team of lay pastors met together, shared their experience to each other, and I was there, so I found it was really helpful for both churches and also both lay pastors. And also attending at national conference is very helpful. I have attended at International conference in the States almost every time since 2,000 because I am equipped myself many things there, so we, LPM Korea, hold five conferences last ten years so lay pastors from all the churches come and reequip at there.

There are others: 6. Accountability; 7. Affirmation; 8. Support; 9. Fellowship. All of them are important but I want to talk about #10. Communication. I was thinking a lot about this. When I started this ministry Dr. Melvin advised me to make Monthly Newsletter which is only one page of A/4 size. I followed his advice and next ten years I made it, but not only monthly, even I made weekly, and quarterly, 2 pages, sometime 4 pages and even 8 pages regularly. In the beginning I made it, but later on I realized the Newsletter led me and our ministry, because people were waiting the newsletter so I have to

make it, and I need some story to put into there so I have to work continually, eventually Newsletter led our ministry continually, so I really appreciate to Melvin advised me those practical and also precious advice. So I talked same advice to Aloto who is doing LPM India for now. He understood what that mean and he publish it regularly.

Eleventh is Evaluation and, the last one, 12th is Maintenance. This is second most important among those twelve elements. When I teach them I was telling it all the time. The most important element is the first one Vision which makes us to start, and this last one, Maintenance makes us to go continually, this is not big thing but even small things, it's very important because without maintenance our ministry die.

Maintenance is just like airplane which is flying to the destination, so maintenance make the airplane's arrival safely and happily, but most of people are not think it seriously because it looks tiny things and daily job and also routine which is doing same things almost every day, even every hour. But it is important. Just like marriage life is far different from wedding march, Wedding march takes only a few minutes or longer one is usually about one hour but marriage life is next 20-30 years, or forever, so more difficulty to keep up next 30 years continually, just like that Maintenance is important. I taught this to the students at PIS, and then they were so impressed on my teaching.

Effective and productive. I remember that I read one article dealt with this, "Effective & Productive" which was also written by Dr. Melvin, and I have thought this many times, many years, and just questioned myself while I was doing something, "Is it effective and productive?"

Once we are doing something, we'd be better to ask these two questions which are useful for us, and then we can also use it as a checklist. Once I tried to make school at Iksan City where was 2 hours southbound from Seoul Korea, even I spent almost three years, and it was really hard times and tedious times, but sadly was not much progress, then finally Dr. Melvin warned me to think, check "is that

effective and productive?" I believed he talks about my leadership, strategy, behavior, so on. We both know I am a hardworking man, and that's no problem, much better than lazy....but never thought of these questions: Effective and Productive?

If there is no effective and even no productive, what we have tried many years, then we need to question about it, why we keep on doing this? In retrospect, I was not wise, but I couldn't stop it because I really wished to make school perhaps I also believed it is right decision, right procedures, however finally I was wrong, therefore I have accepted Melvin's advice to stop doing that way.

How can we become effective & productive? Let me talk the former first. If we want to be effective at some specific ministry, I found these followings in general: 1) concentration; 2) using the proper tool; 3) considering the process; 4) more systematic approach.

Theory and Practice. There are two approaches: Theory First, then Practice; or Practice First, then Theory. Some people have theory at their hand first then move to adapt it to the actual field; but others start to Practice first then make theory based on those real experiences.

Most of the schools used the former style when they teach and learn. They learn theory in the classroom and then try to switch it into practical, practical areas. We can't say which one is better than others. It depends on their situation.

Of course, we need both; as we read Dr. Melvin's second book says that "Theory without Practice is no fruit, but also Practice without Theory is no direction." I think it makes sense.

Theory in Lay Pastors Ministry: As we know that there are many theories in the Lay Pastors Ministry. In the other word, Melvin developed a lot of theories in his various materials and also those resources are very practical and usable for PACE ministry.

Practice in Lay Pastors Ministry: LPM/PACE is not only theory, but it is practice, which means that PACE is really practical and lives itself in our daily life. So it contains both.

But if we focus only on the practice I found that they are boring

and not growing enough, we need to choose where we are, and what we do for, right from now. So we need to change this and that, then we could adapt these two properly.

Those who are developed on these two aspects, we say 'specialist,' so we need both, practicing for a while and then back to the theory; also theory for a while and then back to the practice. We can depend on the specialists in the beginning, but soon we become specialists ourselves in those two areas. Without it, we can't have success and longevity.

We can get theory from interpersonal communication, books, experience, and an intellectual level and also from peers, And in practice, we can get it from an intentional level, a little emotional level, and intrapersonal level.

For me, I have done practice for many years, but from time to time as much as I can, even now, buying books for checking out my leadership, means how well I do my practice. It helps for my personal and professional development for both.

PRINCIPLE

6

BRUTAL FACT & STIMULATE PROGRESS

This is paradox and no matched each other, but in some sense we need to see both sides of one coin.

We can't discard the reality, the brutal fact, terrible reality, looks no way to get out, AND also our destination is over there, it's coming tomorrow. What do we are going to? Giving up, forget it? We can't throw away of these two. Then we have to think a bit and keep on going, or if we keep on going, we might get solution of the present reality. No idea how to do it, but we can going forward in imagination, in dreaming and as we often said look at the final destination even it is not here yet. Most of people only look at the reality, e.g., negative side, so used to say, "Not possible, in conclusion." Because they have seen only its realities and facts.

Let's talk about our project to shift seminary to university in Kenya. Actually, the fact, reality is terrible. No promise at all, no money at all, no manpower at all, no experience at all, only failure experience for

me, because I tried to make university in Korea but failed. For me, there is no land at all, no money at all, so someone put some money for buying land, but constructions and preparing Documents needed huge money, approximately 6 million dollars needed even excluded the land. Finally Dr. Melvin advised me, "Byeong, you'd better to stop. You are not kind of money-making person. That's not your talent." So I stopped.

Now, it is the same then and today. No money at all at both occasions. But the difference is that people are different (I and Ogillah), the place different (in Kenya), the situation is different (has accredited seminary already). What I mean is that the reality is bad, but there are some possible if we look at more in detail. We catch it in our hand and go forward it. Then other things what we necessity are coming up one by one. If we go forward, these things are coming to us. If we don't, they don't. Just like If we don't, God don't. If we do, God does, and this Dr. Melvin's confidence as he was saying, "When we do, God prosper it (ps. 1:3 c)."

This is the answer, even terrible facts and reality is there, but we go forward in Faith (Jim Collins, page). I may switch to this, "we go forward in faith because this is God's vision.

You know this idiom, "failure is the mother of success." This is true to Rev. Rick Warren of Saddleback Church in the States. He once said, "one truck of failure's story, but one book of successful story in the Saddleback Church." Saddleback is the most biggest church in the States. Even though, they had a lot of failure experiences. No afraid to be failure, it does not matter. It should be there, and it is there always. But they prayed and keep in going, finally they made it. One more illustration in Korea, it is Hallelujah Church. They were built the main building, so they have been dig a big hole for sanctuary but IMF came into Korea, so they stopped the construction, and then heavy rain filled that big hole. It lasted 10 years without progressing construction. They had worship services at small gymnasium, even the members were around 5000 people, so they prayed, endured, persevered for next ten years, actually nothing happened even prayed a lot, many people left away, but they prayed and keep on going.

Even senior pastor was in oscillation; staying here or back to the States, because his children were in the States, they had US citizenship. But he was keeps in going even in the midst of terrible realities.

Finally they were succeeded in built and even the building got the first prize as the most beautiful building in that city, whether church buildings or secular buildings. So the senior pastor retired happily without left any debts.

That's it. We see the reality but have to keep in going if we are a great leader. People want their leader to be like this. Of course Melvin Theological University will be progressing like this, and in the end, we will make it.

Books on the Leadership. Today, I am reading books on leadership plus management a lot more than before. One day I found there is a nice website for free-download pdf books, oceanofpdf.com. You may get help from this website as well. I look at those books in there and free-download and make binding books at stationary near my place.

To buy those books themselves are expensive for today and on top of that it's hard to carry those books to Kenya, So I found this is the best system to make pdf books, that's pick up those books and read them itself from the website and select whether it is useful or less useful. Also easy to get the books in my hands. If we'd like to buy any book, we have to order book stores here in Korea or to Amazon, USA. It's very inconvenient to order and to pay for them by visa card, and I don't have a visa card myself, so it' really easy to get books that I need from the website and make binding books. I have done many books and some were brought to Kenya already. I will do this continually.

Studying books and preparing for teaching in Kenya is doing good here in Korea. I found some difficulties in Kenya to study for myself because there are whether is to hot, and electricities not good conditions all the time, and also no bookstores around our university, at Oyugis, Kissi and even Kisumu town...were NOT bookstores,

especially to buy these leadership books are really hard to get it, so I better to pick up those books and study myself here and only teaching in Kenya, at Melvin University.

In reading these many leadership books today, I found there is one important thing. Those who have written books were failures in their early lives. Not everyone definitely, but mostly they failed. There were various kinds of failures, by the way, in the end they found books at the library and read many books especially on the prominent people in the world, their biographies, then they found they became successful in the world. Especially those people I met in the books, what I read was that they became not only successful but also they wrote many books on "self-help." That's why I enjoy reading those books, because they are really helpful for ourselves, called self-books. Through these books, our self-growth is growing. Self-growing is important. I am not talking here about money, being richer in the world, but spiritual richer, life itself becomes rich.

Why is spiritual richness important? People in the world are hungry for something. What is that? We can ask ourselves, "we are living in a richness of mind" I think this is a more accurate approach. Once we talk about spirituality, I have learned personally from the CPE setting that it's not only in religious aspects, but everything in spirit; that is even joy, sorrow, sadness, disappointment, discouraged, feeling loss, etc. So through these books, called SELF-HELP books, we can revive our bad spiritual status.

Perfection? or Direction! Dr. Melvin said about this and actually we, human being, cannot to be a perfect, but if we got right decision, that's enough.

Once we are doing something we tend to, "making perfect." Yes, we can make perfectly, and that is the best. But we shouldn't think of that way too much, and if we focused on the perfection, we probably cannot make it, just like speaking English. When we are leaning spoken English, most of us have this experiences as follows: One of my colleagues who was studied at English department at University. He was tried to be perfect at grammar of English, so whenever he

talks with Americans, thought of being a perfect grammar. Undoubtedly, while he is thinking of the grammar, the person in front of him ray away, gone without waiting for. That's the reality.

So once we are trying to do something, if we think of making it perfectly, we cannot moving forward, so that's why only focused on the being a perfection too much is not wise. I read many books on leadership and management, but the way, most of books were not talking about perfection in making something, but mostly were saying, "just trying something a lot, then pick up what is working." I think this is truth and keep in wise choice.

Go slowly. I found some metaphors through this MTU journey, which was talking with the principal Ogillah for a couple of times: Splinter and Marathoner.

I have used this metaphor for a few times. I was jogging at school ground which is close to my place in the early morning every day. I was walking slowly in the beginning, but it was not enough for my physical exercises. I said myself just walking is not enough, no good for my health. So I need to change my p'ace, speed, because one of my colleagues advised me to "exercise until you get sweat." So I have begun running since then. It was nice and I got sweat in 20 minutes, and come home for take a shower. Very good feeling!

So I shared to Ogillah that we need to go forward, and sometimes just like splinter, sometimes marathoner, sometimes, a little slow. But I found and warned to him "going slowly" should be very careful. If we go slowly ..just for two weeks, people might think of, "Byeong & Ogillah must be stopping soon, because they are almost sleepy."

So someone's telling to "go slowly" for me needs to be a little cautious. He doesn't think of how serious our vision, our endeavor for now. Yes, I know what he meant, said "go slowly," he told it because to worry of my energy and health. Yes, thanks about it.

But once I think of my physical energy, I am a hasty style. Sometimes we need to do like that, not every times, but in times of that case when we need desperately we have to be speedy. I hope you understand what I mean.

Volunteer. Marlene Wilson in her book, *How to Mobilize Church Volunteers*, lists eight reasons, shared in interviews and surveys, why people volunteer. Dr. Melvin agreed that the reasons she gives is also true for lay pastors:

They want to be needed. They want to help others and make a difference. They want to learn new skills or use skills they have already. They want to belong to a caring community and feel accepted as members. They want to self-esteem and affirmation. They want to grow in their faith and share their God-given gifts. They want to keep from being lonely. They want to support causes they believe in.

I'd like to talk here about "to grow in faith," and "sharing God-given gifts." Those two are the most relevant to my ministry. Actually, this is all we want to do in our life. We want to "grow ourselves and contribution to others" through what we have. That's natural aspects to human being. So, here the matter is how to grow and where to contribute. As you know to grow is coming from many resources: schooling/learning, relationship with other people, through doing some ministry. Also learning formally and informally are also important.

I found knowledge which is only from our life experience is not enough. In the other hand knowledge only from schooling is also not enough. So we need to be careful about our knowledges what we have. Another growing comes from interpersonal relationships with people. This is definitely true, because we are learning a lot from people, especially from our colleagues, and it's true for me more clearly. And we need to belong to any ministry. In there, through there, in leading that ministry, we can grow a lot.

Ministry Culture. We need to deal with Culture while we are doing ministry. That is indispensable, and not to avoidable. Because I read one concept, saying "Culture trumps Vision." The expert in this area, Samuel Chand wrote the five cultures in his book, *Cracking Your Church's Culture*.(© 2010). He said *Inspiring Cultures*, he focused on

the 'authority is decentralized.' Accepting Culture, he focused on 'to slow down a bit to be sure to miss the holes.' At Stagnant Culture, focused on 'to moves slowly to avoid damage,' at Discouraging Cultures, say 'to stuck in the mud.' Lastly at Toxic Culture, says 'on the road, but the bridge ahead is out.' He had written well.

Let's compare the culture of LPM Korea with these cultures. As you see first two cultures are good, e.g., Inspiring and Accepting. Actually LPM Korea had this culture. I am saying that we had a good culture. And at beginning of stagnant moment, we had shift the direction of ministry toward schooling, and it worked well.

Anyway some organizations must have those bad cultures. Dr. Samuel Chand mentioned for a couple of problems, and some I have agreed as follow: First, blaming others. Yes, once something is not going well, people tend to blame others especially to their leader, just like Israelites those who blame and complain on to the Moses. And maybe there were power struggles happened at many organizations. This is also relates to leadership as a top person. Lastly among many other things is the lack of authenticity. Dr. Melvin expressed this as Integration in his PACE Training Manuel.

Giving and Receiving. I read a book titled, "Give and Take" (Adam Grant, 2013). First, the title caught my attention. I haven't read it in detail due to time, but seeing that the subtitle is attached to A Revolutionary Approach to Success, giving it first seems to be directly related to success. If we give it first to succeed, it seems to be less justifiable, and it means that we will return as much as we give it. What does it mean to give first? It can be said that we do it to receive it. There is something called PUMACY in Korean, which has the concept of give and take.

I recently started to help a professor at our school who wanted to do a Ph.D. Our school is still done not have those programs. Fortunately, he was accepted because I wrote a letter of recommendation for him to enter a university in the United States. A long three-year journey has begun. It was not easy to help him up to three weeks of homework. I think it's harder than when I got my own

Ph.D. a long time ago. Still, I said I would help, so I will keep my promise. I think this is also a kind of giving. I thought to myself what I would get when I said I would get it if I gave it.

Margaret Clark, a psychology professor at Yale University, said that most people are more likely to give in marriage or friendship, that is, the closer they are in a relationship. But in the workplace, giving and receiving is more complicated. In the meantime, from the perspective of experts, it is extremely rare to be in the stage of giving and receiving smoothly, he said, adding that this is the different style. In other words, when giving and receiving are equally matched (matchers) do so. In other words, the theory is that when helping others, people protect themselves while pursuing "interrelationships." ("Personality and Social Psychology Bulletin," 1993, pp. 685.)

Of course, I personally don't necessarily have this matching theory to help him now, but I think it makes sense. Because I found that it was enough for me and that there was a reward. I summarized what benefits I have.

First, it is true that my grammatical efficiency of English is improving. I went to middle and high school in the countryside, and moreover, I went to a business high school, so studying English is less emphasized in the school itself, so English grammar is too weak, so I have been thinking about it for decades. It's a little better, but the foundation was so weak. However, the problem is being supplemented by helping with his degree study in this time. Second, I am indirectly learning those schools' own operating system of American universities. In the past, when I entered for my Ph.D. and studied, I had no time to pay attention to management of those universities, and moreover, I am learning a lot this time.

Also, I am grateful that I am becoming the person who needs me while helping others study their degrees, and I think it is also a matter of gratitude that what I have fills and solves the other person's needs. The other person I help has what I don't have, but he is a person who will contribute greatly to the development of our university. As we fill each other's needs, the logic of "give and take" naturally establishes. Even if he doesn't give me anything directly, he

will work harder on the public interest of university development, so it is expected that he will play a role more than material help to me in the future.

Through this experience, I also ask myself the question, "How much have I been helping others so far?" Of course, it is true that I helped many churches through the Parachute Institute, and also tried to make Melvin University present. However, on the other hand, it was also an opportunity to realize that something that was lacking was true.

Expectation for the future. Is that wrong to get happy dream for the future? Looking forward to get it? No not at all. Is that true to all, "expected too much, disappointed very much?" I accept this proverb, but that is not adapting to all, not to all situation, not to all people.

I like to see it more positive than negative and making plan and then expectation is natural to any human being, and it is acceptable. No expectation? Not trying, not endeavor, not trial & error. So proper expectation, then proper trying, proper wrestling, and tears and sweat a lot! Yes?

Opportunities. God gives us opportunity, and definitely it is all the people in the world, whatever which country they are belong to, whatever their background, it does not matter as we know.

The matter is here why people missed the opportunities and regret in the end, and left this earth with terribly regrets. First, I think they are not ready physically which means not prepared intellectually, not in mature to take it, not in the mind set, etc. And they don't think of it. Seriously, so to feel they don't need to get it in their lives. What we do we mean seriously? I guess it might be insightful? or don't know the value of it? Anyway there was no seriousness.

Next, they might think that is not too big shot to be shown to people, so to forget it, to discard it. Is that really trivial things? I don't think so. It depends how to deal with, how to discover the gold from its inside, and how to sketch, how to make up, so it depends totally up to our viewpoint and skill to sharpen.

Maybe some other people think it is not famous one to be shown splendid! Yes, that is true, and something are not noticed to the people those who are not interested in there.

So now, how to solve this? My quick answer is always "ready to accept," ability to "prepare for the near future," and committed to the our Lord.

We have to be very wise about this and we need to see both clearly. See the Fact itself clearly, and also stimulate progress. We can't ignore either of one. If we ignore just one of them, we make a big mistake because we need definitely these TWO for success. People don't do that and they see only one side, e.g, Facts or Progressing, but we need both!

Unstoppable progressing. What is that mean unstoppable? And how can we unstoppable progressing?

Let's think of it unstoppable itself. Once we are doing, we are keeping going naturally, feeling that impelling to go on, so definitely we feel it not possible to stop it. Because not only I alone but many people are on board which are not possible to stop it already. Too much energy are moving forward so unstoppable. Actually we need this kind of progressing.

If so how can we make unstoppable progressing. Once people are more and more interested in one ministry or project they want to stay on track constantly which need to give them another thirsty and another one continually.

And its results? People think just Miracles happened in that Mission, or Ministry. Yes they can that way easily.

People easily says just Miracles happened in that Mission, or Ministry. Yes they can think that way, but every accomplishments of God's work is not that way. There should be a lot of pains, sufferings, tears, hugh sacrifices, a lot of success and failure in the process, and finally they reached the goal God gave them.

Even that mission was given by God Himself, the most initiated by God, there are those process to reach there. Definitely God doesn't give us without those process, I don't know why but that's God's way.

So we gave to ready to accept those process, that's suffering from the beginning. Of course we starts without knowing that from the very beginnings.

Necessary of change. LPM Korea Institute had started in July 1999, because our founding members said this name Institute is very proper for our job, so we thought our organization exists for both: 1) study LPM and 2) help churches. There were many possible names; Institute, Training Center, and School. But we thought the Institute is the best concept to start.

I think we were successful as an Institute, meaning we tried to study materials as much as we could, and adapted those materials into the local churches. It was fit to our intention and desire to our staff, so mostly satisfied with these paradigms of our organization in and out. Basically it improved us academically, theoretically and skillfully on the field.

Then two years later we needed to open a Training Center just beside the Institute itself. We recruited theology students, pastors, and laypeople into our training center, then we studied with Melvin' first and second book. Through the Training Center I got to know many new people, even many foreign students. Through this ministry I was invited a few seminaries, at there, some foreigners were interested in this ministry, so we have told them to make group of people then come to our Training Center once or twice, or several times, and sometimes we went to retreat center together, through that events I have touched many countries, so expanded our ministry to overseas, then our ministry were going ok, and go forward smoothly.

No more interested in the present ministry. In 2006, I remember that when I was at Yale University Divinity School (YDS), in New Haven, USA, as a post-doctorate, I had a strong feeling that we need to make school, formal or informal whatever, so I sent email many times to our staffs in Korea, I said "we need school, so as soon as I returned to Korea from New Haven we will try to open school, even small and informal schooling system." Our staff understood what I

meant. Soon after I came back to Korea we started a schooling system, a kind of private and informal system, of course we did not have a big and nice classroom, so we shared from our staff's small basement of his church.

Since we have done two years for schooling, then we started a foreigner's ministry called PIF, PACE International Fellowship with Dr. Timothy Kaping who was interested in PACE and trained with me PACE together. We then still wrestled to make a formal accredited school so bought the land and struggled to build building...by then, Dr. Timothy and other foreign students who came from Nagaland India told me that how about making PACE school in Nagaland India, it is much cheaper than Korea, so finally we started PACE International Seminary (PIS) at Dimapur Nagaland in July 2015, now the school is going on smoothly.

I still remember vividly why we needed school beside the Institute. When I was at Yale Divinity School in New Haven in summer 2006, I was looking back on our seven years' ministry, so I found two issues: 1) Our staffs are no more interested in the ministry as an only Institute; 2) We have used most of Melvin's basic materials up to then.

We need to find new things. Those two issues were very urgent for me to change. 1) Our staff are not growing anymore, they have grown a lot in the last seven years but stopped growing now, the main reason is that they don't have a new job to challenge for themselves. They know everything that I already know, because we have worked with each other very closely and shared everything; ideas, insights, experiences, so nothing new to them, even about me, their leader. We want to grow, so I thought this is my job, my responsibility to show, to give them a new task; if I don't give it to them, they will leave me and this ministry soon or late. 2) We need to find new things from Melvin's, and develop new materials, I mean more additional resources, and the most important was that I want to use fully Melvin's materials, but churches are limited to adopt, adapt, to use our resources, I mean they want to stay at PACE itself, only basic Training Manual (32 pages) itself forever, even big church, like

Hallelujah church (6000 people) used only the basic Manual last years.

So I thought once we make school we may use Melvin's materials, for instance, a second book, Monographs, and make them upgradeable. Churches were not that kind of level. They don't need a higher approach, so I was right that I found PACE school now using every level of resources freely.

And another issue was in my mind that the question, "what is the ultimate end of this ministry?" Through checking the para-church ministries in the world, especially in the States, the best option was finally to make school for longevity, and most of parachurch ministry died, closed down the door in a few years, probably average 5-6 years just like how I felt then, so the longest one was the school. Only as an Institute is it not possible to have longevity, it was very clear to me.

Three Reasons Some Ministries Fail.

ONE: TIMING

The people launching this ministry in a church may be (1) impatient or (2) pokey; and the church may be (3) too busy or (4) the culture may not be favorable.

Impatient: You may start too early, before you are adequately prepared. Take time to have most of your ducks in a row before starting the ministry.

Pokey: You may start too late. A church peaks like a baseball team peaks, rising to the highest level of fervor. It is ideal for a baseball team peak toward the end of the summer, a few weeks before the playoffs. Some churches dawdle after enlisting the leader, prepping the congregation and filling their potential lay pastors with enthusiasm wanes while forward movement is delayed.

Busy: The church may be launching other programs and ministries, or the focus may be on some scheduled event. To try to introduce the Lay Pastors Ministry into an already crowded calendar is impossible.

People are too busy to give sufficient attention to it.

Culture: Getting a whole congregation ready (acculturated) for this ministry is imperative. One pastor preached a series of sermons on lay ministry, met with focus groups, and had books for people to read for months he finely tuned his sermons to the one ministry of lay pastoring. The readied some people to offer themselves to be lay pastors and the others to receive their pastoral care.

Timing is equally important for repairing a broken ministry or pumping new life into a faltering one.

TWO: LEADERSHIP

(1) Limited commitment; (2) doubtful gifts and call; (3) individualism; (4) excessive busy-ness; and (5) arrested growth all result in a weakened ministry. The good news is that they can all be changed to strengths.

Limited Commitment: Intentional and uncompromising commitment, first to Jesus Christ as one's Lord and then to the Lay Pastors Ministry are imperatives for all who lead. Jesus put it this way, ""No one who puts his hand to the plow and looks back is fit for service in the kingdom of God." (Luke 9:62)

Double Gifts and Call: This is gifted-oriented ministry, not for just anyone who is willing. It is call-based, not for just anyone who may volunteer. Leaders are persuaded inwardly that, "God wants this ministry in our church and zhe wants me to be leading it."

Individualism: For a healthy ministry, the leader must have the team concept; he or she must be committed to collegiality rather than the long-ranger style. "We" is used much more than "I." The principle is written in Proverbs 11:14, "In an abundance of counselors there is safety." It is not only true that the pastor can't do it alone; lay pastors

cannot do it alone.

Excessive busy-ness: Rearranging priorities is painful for an energetic, committed, gifted person because it means that he or she will be left out of some ministries. If a ministry is to be healthy, the leader has to narrow the field of activities so as to pour his or her time, energy and creativeness into one ministry.

Arrested Growth: A leader needs to be ever growing. There is so much to learn, both about ministry and leadership skills. He or she needs to be Peter who, after writing "Care for the flock of God," concluded a list of leadership qualities with. "For if you possess these qualities in increasing measure, they will keep you from being ineffective and unproductive ..." (I Pet. 5:2; II Pet. 1:5-8)

Where you find a healthy Lay Pastors Ministry, you find a leader who has incorporated this cluster of five principles: (1) commitment to Jesus Christ and commitment to ministry; (2) certainty of spiritual gifts and God's call; (3) collegiality; (4) prioritization; (5) continuous growth.

THREE: CULTURE

Every church has its own distinctive culture. Each member of each church is an integral part of its culture, participating in its creation and perpetuation and adapting to its distinctives. According to Edgar H. Scheim (quoted by Stevens and Collins in *The Equipping Pastor*) culture includes:

a. The observed behavioral regularities. (Example: people do not pray out loud in groups in our church and they will be embarrassed if you ask them to.)

b. The dominant values. (Example: church attendance is the ultimate expression of spirituality.)

c. The rules or "ropes". (Example: the usual way to become a member of the church board is to serve several years on the finance

committee.)

d. The feeling or climate that is conveyed. (Example: it is not acceptable to raise one's hands in worship.)

The culture is either a barrier to the Lay Pastors Ministry or a carrier. If the members of a congregation have the idea that only the ordained clergy can give pastoral care, a lay pastoral care ministry is doomed from the start. Conversely, if the members believe God calls lay pastor as well as clergy to do significant ministry, a lay pastoral care ministry will likely succeed.

There you have it: timing, leadership, culture - the three essentials for a healthy ministry, which, if not intentionally respected, may cause a ministry to fail. This gives us all a lot to work on.

PRINCIPLE

7

LEVEL FIVE LADER

Jim Collins said Five leaders and among them 'Level5' caught my attentions (in the book of Good to Great, © 2001). Other 1-4 levels of leader are known to us already:

a) Capable Individual, b) Team member, c) Manager, and d) leader. He called it Executive for the level5 leader.

Also Daniel Pink wrote three kinds of leadership in his book, DRIVE (© 2009). These two books are similar: Pink wrote it in chronically, e.g, Primitive era to today. As already know 'Stick and Carrots' leadership, then 'managing leadership.' Now it is in giving autonomy leadership. He stressed that this old leaderships do not work anymore.

But Jim Collins found five levels of leadership through his research, and wrote in his book, Good to Great. He studied about 1,400 CEOs in the world so he and his team, actually graduate students at Stanford University, concluded in a word Humility/Professional which

became the key concept of Level 5 leader. I am using this leadership in my ministry right now. I am so grateful to his findings that gave us these invaluable insights.

This is what I got, in my paraphrasing, from his concept. As much we are bigger leaders, we need both, Humility/Professional definitely. In the mean time I found why it, these two' concept, and just these two are both sides of one coin. We need these two sides clearly and completely. They are totally complimented each other.

Let's look at more in details. If we are only in humility person, people tend to neglect us. That's the people, human being. No blame on them. That's natural! In the other hands, if we are only being a professional, only have this side of gesture, behavior, people don't like us and feeling business-like, and cold-oriented. Even jealous toward us and envy as well.

But once we have both in humility and also in professional, people see us good and nicely, not neglected but respect us, because we are very humble and also very professional. That was Jim Collins and his team found from research.

Can we talk a bit more?; my personal story. I was actually humble man which means was born in the poor family at very countryside. My father was shoes repairman, and mother was just ordinary housewife. My elementary and junior high school at country which was very poor teaching. At high school also was not formal nice school, but commercial school which focused on the getting job after graduated. I also failed a few times to enter more higher schools, finally jumped into a small theological school not formal university. Whatever, I was generally poor person, so must be humbled automatically. People like me, but not that much capable-person, just ordinary person, and I cannot overcome this short-coming on myself.

Fortunately, really by God's grace with through this ministry, actually since meeting Dr. Melvin, my life is totally changed, somewhat became professional. I was very humble because I did not have much like others. But slowly, I got confident in myself. People know now I am professional in my area, e.g., Lay Pastors Ministry!

Now I am clearly understand what that mean of being a Level 5 leader; Humility/Professional. How about you? Are you having these two concepts in your life? I think I am now getting bigger than what I am. I need more in humility and more in professional, not for my own reputation, but for giving honor to Dr. Melvin, and ultimately to God. I want to be more closed person in this both area and hopefully ended up my life with satisfaction.

Big fish in the small pond. In the any organizations, any ministries, there are some people those who are very competent. They tend to think always: "Do I have to stay here more longer?" So once the organization, or ministry is not growing, not expansion, they can leave there any time! Because they are big fish, and uncomfortable to stay in the small pond. So only two options for us as a leader: to let them leave here, or to make the organization getting bigger. Definitely the latter is more wise option and definitely it's totally up to us, as a top leader.

In the case of our Institute, those moments were there for a couple of times. In the beginning, actually, fish was small and pond was small as well, so no problem at all. And a few years later, e.g., exactly two years later big fishes came into our pond. And our pond was upgrading slowly and getting bigger pond helping by them, and expanded internationally, so big fish in our pond were satisfied with it slowly. I think they decided not to leave our Institute, because they think that they can grow in our pond, and pond became more and more bigger, just like river and later on it became just like ocean.

And something happened, that is the third stage. Just small fish those who started this institute couldn't survived in the big pond now. They are shrink and they might think to leave here and thinking by themselves, "I don't need to stay here any more, in this big pond." That's sad. So, some left and some is still with us but they are in a little behind the scene, behind the screen automatically. As a top leader, I can't keep them both, big and small fish in the one pond. That is challenged for me to manage this.

I found three ponds in the Kenya presently as well. LPM Kenya, LPM Seminary, and Melvin University. So it's good for people to put for them at proper place among those three different ponds.

Determined and loosen. This is related to our leadership as a level 5 leader: humble/professional. I think we better to be soft than harsh as a top leader, but once it's time to decide, we have to express something unusual, and actually it's better to determined than loosen as usual.

For instance, I have used illustration about sprinters and marathoners. Sometimes we need to run just like splinters, but at other times, we haven't to run so fast, and we need just like marathoner. So we have to figure out what we need for speed now, and we have to take an action which means to determination if we do figure out the timely demanding, then we can be a good leader, and not determined leader, then many things will be distorted!

Centralized and Decentralized. Many people in today's church, especially people in the lay ministry are saying "decentralized," NOT centralized in the ministry. Yes, definitely in the PACE ministry, it should be decentralized of management. Also Dr. Melvin stressed it in his two books.

But in the other side, there are many things which are centralized, and many characters in the Bible have that. Of course many churches including Koreans have changed a lot last two decades. Mostly are decentralized in the system internally, but there should be centralized in some parts, some areas.

Let's back to our ministry LPM. There are two styles in existence: For instance Headquarter of LPMI USA is in New Jersey, and it is a kind of control tower, e.g., managing the ministry all over the world. Main idea is centralized from there. Not only there, but in LPM Korea is same as well. Headquarter, e.g., my role as a national leader is very important. Actually, 3-4 people including me are have main idea, leading group, main resources-developers, kind of R/D is from the HQ.

So the best way to do these is that Managing-centralized, but Ministry itself is decentralized.

Time to jump up. I think there are two cases to upgrade: upgrade a bit at same ministry or/and totally changed from the bottom. For our case, shift Seminary to University. So A little easier but in the other hand totally different from previous and very hard.

Sometimes we need to jump-up our ministry. For jump-up, we need energy to push-up. Of course we can't jump up in the one morning. We need to prepare for it. How about for a few months ahead of time, but depend on how big jump-up it is. What do we need? We need some energy which is saved, called ACCUMULATION and momentum, so it should be impelling force, in the other word Compelling force.

If we look at Jim Collins book, God to Great, we need to keep in mind of "Hedgehog Concept" which means focus totally on the ONE Thing with energy from individually and also team's resources, and keep in going in the time of close to jump up, we know the time to jump up. If we don't have enough energy to jump up, it does not work. Maybe people will get hurts because they are not ready, it's totally leader's responsible to prepared it. I think there will be a few times to jump up, or just one or two opportunities, so we have to use that opportunity nicely to make it.

In our case for shifting to University now, I think around December is the time of jump up. Now, mean while, we are preparing for now, making a lot of leverages, a lot of meetings of Steering Committee in Kenya. I found most of organizations could not jump up what they wanted to make it. Why? Not ready, so give up too early and too often so people around frustrated again and over again, so they did not trust their leader and also the organization as well. To fail of one or two times are acceptable to people, but more than that, more than often, they will turn off and leave in the end. That's ours, leaders's problem. I mean quality of leader is something shortage.

Yes we are running and moving our organizations smooth, but sometimes we need to determine to jump up, putting something up into there. At the final stage, I mean in the moment of jumping up, we need to be cult-like culture. People are hesitating even to the end of that moment, even a few seconds right before it happened. That'a

people. In some way all of our effort last few years, few months we have done is actually doing for this moment. Am I correct? We can't to jump up in the one morning, many efforts should be done last months or years, but the jumping moment will be taking only a few seconds, so, long way to prepare but ump up for a few seconds.

Culture is related to commitment. This is directly related to the church culture. If the church is good, the church will grow. Because a good culture accommodates everything. Lay Pastors Ministry is pursuing a healthy and good church-oriented. Culture is related to commitment. Finally, team ministry. Team ministry here is not referring to pastors and pastoral staff, but laypeople and laypeople, people to people. They have to have the team spirit, and so partners in ministry with their senior pastor and team concept among laypeople. That is not only YOU and ME, but the 'WE' concept has to be there.

I have read one book, "Me to We," because of the title that attracted my attention, so I bought, read, and also translated into Korean. The content was a dialogue between an old pastor and a young pastor. The young pastor has struggled with his church ministry, so the old pastor, I guess experienced pastor, advised him from Ephesians, to equip the saints for the work of ministry.

Partners in Ministry. I used to ask at the beginning of my teachings on lay pastoral care, "Do you think of yourselves and your pastors as 'partners in ministry?'" Not even one elder, deacons, deaconesses and other laypeople thinks about being partners in ministry. Most see themselves only as helpers who assist their pastors in doing their ministry.

Pastors think the same way church members are their helpers, assisting them in their ministry. This old way of thinking leaves churches, the Korean Church included, with minimal growth and in need of revival and spiritual maturity. Something needs to change.

Some pastors and church members are changing. One large church in downtown Seoul has taken the motto for the New Year, THE CHURCH OF PARTNERS IN MINISTRY. It is already known as a discipleship-making church. James Garlow, pastor of Skyline Wesleyan

Church in San Diego, California wrote the book, *Partners in Ministry* (1998). The list of churches include the six-thousand-member Hallelujah Church in Seoul, where Dr. David Kim started a Lay Ministry Academy in 1990, and the Frazer Memorial United Methodist Church in Montgomery, Alabama, which has over 5,000 members engaged in various ministries.

Many internationally known individuals and parachurch organizations are committed to lay-clergy partnership: Dr. Paul Stevens, professor at Regent University, Vancouver, BC, Canada; Professor Greg Ogden, Fuller Seminary, Pasadena, California wrote, *The New Reformation*, in 1990; Dr. Robert Slocum (layman) wrote a book for laypeople, *Maximize your Ministry*(1990) Dr. Melvin J. Steinbron brought laity and clergy into partnership for congregational care by developing *The Lay Pastors Ministry* in 1978 in College Hill Presbyterian Church, Cincinnati, Ohio. There are many more.

More Thirsty. Thirsty fish on the ground are looking for the way to discover water more and more diligently, more stronger, more harder, more widely, more deeply, and more urgently.

Just like that for making University is more and more stressful, more demanding emotionally, physically, psychologically. But I am finding that is difficulty to me but in some sense it makes me growing and growing. Without those challenges, we can't grow. Not only growing itself, I can't think of people a bit more deeply and also thinking of God's work, God Himself more and more deeply, personally, and His control in our ministry.

Life Philosophy and Purpose. There is a saying that people gather after seeing the leader's "philosophy of life." But getting together and cooperating or helping is different, which is that there must be a clear purpose.

For example, many people gather for Rev. Billy Graham. Because they heard about his life philosophy. But when they come here, what happens if they don't his purpose? They will disperse again.

Why are we together, dedicated, and sacrificed? That is because

the purpose is clear.

When we gather, we gain strength. We shouldn't be alone. There are many differences between the energy we have alone, and the energy we create together. If you look at people who have done a great job in the ministry or in other fields, so-called cooperative energy has been transformed into a force and power. We need to bring that energy and power together.

There will always be these two things in the ministry, inside or outside the church. Is the philosophy of the life of a pastor/leader recognized by many people and well known? And when they get closer, is the purpose clear? Is it clear that the church's unique purpose, that is, the purpose God gave to it?

There is the American Institute of Auxano, a young pastor who studied from Dallas Theological Seminary, and he wrote a book called CHURCH UNIQUE (by Willis Mancini). The core of the book is that each church has a clear purpose given by God, and it must be discovered and polished to maximize it.

Setting a purpose is not simple and not as easy as well. I think we are about setting one of the most important purposes in one's life. Anyway, no matter how good a person is, it will be difficult to have a good partner without a clear purpose. The purpose should also be to have tangible results. It is difficult for those who cooperate and help to be together forever. However, in order to be together in the long run, visible and tangible consequences are essential.

Some people express their purpose in this way. It's likened to a convex lens, which we've done when we were young. When the sunlight passes through the convex lens, hot heat is collected in one place and the paper burns.

The purpose is the same as the role of these convex lenses. When the purpose is clear, people join forces and commit themselves. However, if the purpose is unclear, people will disperse, as if the convex lens is removed and the heat is not collected.

The work of the Lord, and the great things must not be gathered alone, and the energy and power created together will be exerted when there is a purpose to maximize and create synergy. In other

words, it is essential to have a good philosophy of life, and it is up to the leader to clarify the purpose.

Mindset. Dr. Carol Dweck, psychology professor at Stanford University, wrote the book *Mindset: the New Psychology of Success* (@ 2006, 2016), and I read it a few years ago, and read it again for writing it in this book.

Its main concept was that everything is depend on our mind-set, e.g., how we think of what we are. She studied many students at Stanford University and found from them in two kinds of students: One group was only believe their intellectual, so they were excellent students once they came into Stanford. Another group was those students whom were really ordinary, especially intellectually, so on.

But interestingly, as time going, the first group those who were excellent intellectually were shrinking slowly, and after all they were in the less level at their classroom, but the second group of students were try hard to overcome their short-coming, so they were growing and growing, and at last they become the leading group in the same classroom.

That's why Carol concluded the MIND-SET is really important for our personal lives. As you read whole of her book, nearly most of them are talking about mindset. I never used the term 'mindset' in the past, but actually all things are depends on our mindset, isn't it? I hope you to read the book and think of it in relating to the concept of mindset which Carol said.

Yes, we are encountering time to jump up. We can't and don't need to jump in every time, but the time is coming to jump up. Once we are about to jump up, we need many resources which means we need extraordinary energy, at times, we need enormous leverages to lift up, e.g., to push up. What do we need then? The author of *Good to Great*, Jim Collins says "Hedgehog Concept" in this case. Yes, I agree with him, but we need more in our particular situation. First, consenting of the people involved in; Second, saving energy what we called 'synergy' in that moment; Third, sufficient reasons for why 'now,' so on.

Is Win-win the best? At business and work, Win-Win are what everyone pursues, and they also think and teach that it is the best. But is that true?

In the Bible, was Jesus a win-win? Jesus made a loose-win composition by sacrificing himself on the cross. "I'm sacrificed, and they're saved." So if they're doing well, satisfied, and unhurt, rather, isn't loose-win right? Do I have to win?

As I come to Kenya and run the school, I continue to make myself aware that there must be endless negotiations and constant concession.

There are two challenges at the moment. On the outside, they are financial sponsors of the school from all over the world. The other thing is internally, the school staff, the university committee, etc. It is a series of continuous challenges. In this situation, there are three options: win-win, win-lose, and loose-win. Is the notion that I live only when I die too cliché?

The best is Win-Win, but this is just an ideal. The next option is to go to a compromise of 50:50. There is not 100 percent satisfied with both sides. Finished with 50% satisfaction. But the shared progress is 100 percent energy commitment.

In the end, it came to the conclusion that loose-win, so "I have to lose, and they win." So win-win can be just a nice slogan in some ways.

The giver has it. Wheat grains live when they fall to the ground. Is the word altruism necessary here?

I've had CPE a long time ago (although I'm now in a position to train students here), and most of the students then was self-centered, our advisor(supervisor) pointed out. In particular, I used to feel that altruism was absolute in the caring ministry.

What is altruism? I am a loser, you are a winner! I've recently talked about this with my colleagues here. They were surprised to hear that I decided to be a loser. They were expressions that my decision was unexpected.

Yes, it's a huge thing to lose. But on the other hand, if you think

about it, does losing cause a lot of damage to me? It just hurts my pride a bit. I think I can take it because it's a wound I chose.

Rather than using energy to try to win, wouldn't it be the attitude of the wise to focus on more constructive and more productive work and ministry? I feel that it is not a matter of winning or losing, but of trying to be more effective and successful in a given ministry. There are always ineffective temptations around that make you interested in unimportant things.

I think we have to deal with infinite negotiations, concessions and losses as much as we want. I know that there's nothing I can do for more productive and effective.

But Among others, it is better for leaders to guide each other to be win-win, and to mediate between each other to be so. Although we need a loose-win relationship in our relationship as I mentioned, it is the leader's duty to make them win-win among third parties.

Good personalities. Statistics show that 95% of people who subscribe to life insurance are moved by the personality of insurance agents rather than the insurance content itself.

Some people are good at sales, but many are not. In fact, such sales, or insurance. In addition, there are many cases of hesitation to buy things. I'd say I'm part of that kind.

When I was a seminary student, I had experience in sales as a part-time job. I've sold books and sold things. I wanted to earn my tuition. Furthermore, I had no experience in the field. In the end, I couldn't sell any. I found it very difficult to sell something to a complete stranger.

I think it reminds us that "rapport" is important in words that we know well. It also means mutual understanding, trust and cooperation. Rev. Melvin, who motivated the establishment of Melvin University, also wrote about this in a letter to lay pastors. What he's talking about is good rapport. It was said to be a tool to open each other's hearts, but he expressed harmony, familiarity, and even similarity.

Personality that makes others feel bad, personality that doesn't

care about other people's rights, personality that always disagrees, personality that always creates discord. It is said that there is an enough chance of failure in this nature. On the other hand, people who are good at negotiating with others and harmonize are more likely to succeed. In other words, it is very important to develop personality and character.

I've read Stephen Covey's book a few times over again. His conclusion was about characters. To emphasize this, in many ways, I have heard many illustrations.

Can a good personality be developed? I think it's possible. I think that personality and attitude can change, even if personality does not change. Furthermore, I think this is one of the reasons for studying and training. Usually, when you look at people with bad personalities, you find that they were not like that, but they are because of the situation and environment. Of course, it's often used by students, but there's a saying called Teachable! It is a concept used as a person who can be taught or as a person who accepts teaching well. When selecting staff from a team, they also use the initials FAT: Faithful, Available, and Teachable.

Then why is a good personality so important? First, it is very beneficial to yourself. There are times when you don't, and you become very hurtful to yourself. Therefore, it naturally appears in relationships with others, causing double wounds. Furthermore, the number of people suffering from triple and quadruple work increases as they show distorted expressions and behavior in all relationships. How sad it is for us to live in harm's way when we are supposed to help people!

Integrity of leader. Lets look at the meaning of the keyword, 'integrity': "the quality of being honest and having strong moral principles." I think this is the correct definition of it. There are two qualities: 1) being honest; 2) strong morality. Those two are the necessary qualities of the leader. People want to see their leader as an integrated person, so if the leader lacks these qualities they might be disappointed about their leader. On top of that, they might not forgive their leader for

the lack of integrity.

Once we see the leader, we want them to get action according to their word, also to get word according to their action. Then we will put the label, "the man of integrity."

If so, what's the standard of integrity? lack of enough? We cannot pretend to be integrated, and it is a natural appearance from word to action, from teaching to doing it.

People want their leader to be an example to follow. There are many qualities of being a leader. But here the critical quality is "integrity." As we know that human beings are not perfect, and leaders are not perfect people as well. We accept the limitations of human beings, and we forgive their faults and mistakes from time to time, but the issue here is that are they being honest about their faults? or not. Trying to protect themselves? or open their heart? and accept or refuse their wrong doings? If they don't, people will not forgive. People are ready to forgive, but will close down once to be found leaders are not honest.

When are they trapped in this quality? Mostly money. Many pastors in the world, even in the States and in Korea, are trapped in greedy money. As a leader we have to be careful whether "greedy money," or "serve God." In the Magna Carta of the Lay Pastors Ministry, I Peter 5:2, "not greedy money (dishonest gain) but eager to serve (God)." This is a really good point.

Melvin wrote about 'integrity' at PACE Training Manual: 1) To possess integrity is to be incapable of compromising that which we believe to be true. 2) To possess integrity is to have a kind of inner strength which prevents us from bending to the influence of what is thought expedient or fashionable. 3) It is the inner steadfastness and an outward honesty, and suggests a wholeness upon which such consistency is founded.

Personal growth and organizational leadership. No matter what organization or institution it is, there is bound to be a leader. He needs two things, then the organization believes that it can succeed.

But there is a book that clearly shows two things. One was Stephen Covey's Seven Habits, and the other was Jim Collins' Good to Great. Readers may have better resources, but personally, two books were useful.

First, the Good to Great book was published after researched a number of successful companies around the world, using the term Disciplined Thought, which ultimately boils down to two things. One is that even if there were difficulties in reality, they continued to push ahead. The other is that it focuses on the most important thing. So by leading the company, they were able to create eleven great companies out of hundreds of successful, good companies.

On the other hand, Stephen Covey's book is about developing good character and good personality. In a way, I came to the conclusion that good character is good in human relations, but that is not enough to succeed and lead a good organization or institution.

It's not bad to be named "He's such a nice guy". However, if the meaning of 'no ability' is implied in it, it cannot be accepted only as a compliment. It's a nuance that it's not enough. I am concerned about this.

I think the relationship between individual growth and organizational leadership has this relationship. So Stephen Covey's book is so good, but it will be the additional attraction if the corresponding leadership is developed.

This is also an inevitable task for a leader. The problem will be how individual growth harmonizes with the leadership of the organization and creates synergy. It is natural to have both. In a word, it can be described as "a humble person with expertise." Professional & Humility. Maybe this is a contradictory thing.

However, it is an inevitable task because you can become a top leader only when you have both. Or else, he can only play the role of a staff member.

Success and Achievement. Let's talk about Success and Achievement. The concept of "achievement" is more appropriate when asked how much success means to those who believe in Christ? Success is like a

term in the business world, and achievement is the concept of accomplishing the work/ministry entrusted from the Lord, and to hear "well done."

Our Lord Jesus also expressed it with the word "Job Done"! We don't use the word Jesus succeeded very well. He has completed the task entrusted to him.

Is it easy to complete the given job? In fact, it's only possible to achieve it if you die! If there is still energy left, I think it has been achieved less. I think it is people's hearts that want to achieve at least one thing in their lives, and it would be desirable to leave the world after completing a given mission, but it is regrettable that they cannot achieve one thing.

Rather than trying to succeed, I try to fulfill my mission. I think it is wise to put all your heart and soul into it. Perhaps, as Pastor Melvin pointed out, it is in line with the need to go in the right direction rather than trying to be complete. In other words, it would be better to complete a given task than to pursue success, which is considered the biggest task.

Rather than having a successful life, I think it would be better to finish the given work completely. It's because we have almost more experience of failure than success. Few people will succeed in their entire life. It should be said that there are few. Therefore, even if it is not completely successful, wouldn't it give you a score if you achieve only one given field? Therefore, it seems that the expression of accomplishment is better than success.

To fulfill the mission given by the Lord. In both respects, "the mission of the pastor." The other one is, "The mission of a layman." The pastors can do this, but the mission of a layman is the key issue.

Personally, I argue that there should be a ministry given to laymen. Will only laymen help the pastor fulfill his mission? Furthermore, while fulfilling the mission given to laymen oneself (I want to call it a ministry), shouldn't laymen have the meaning and reward?

Like any pastoral theologian said, whoever it was, I think it's a meaningful story that when anyone believes in Christ, you're given two things at the same time: "Salvation and Ministry."

Proper use of authority. I thought about the concept of authority and power. We all know that Jesus is also authoritative. It is a good aspect and it is also needed positively. However, there is a problem when authority is changed to power. This is because power is often used negatively.

It seems that it is not easy to deal with this problem, regardless of which organization or workplace. Whether it's a general company, church, or school, there can always be authority and power. There are always top CEOs everywhere.

First of all, authority can be exercised when something needs to be changed. In this case, when power is exercised, problems arise and opposition occurs. For example, Melvin University also has a system, which has several positions and titles as president, vice president, and director of school affairs. However, the vice-president is a little younger than the head of the school affairs department, so he is often slightly uncomfortable. In other words, problems often arise because they easily see the above position just because they are older than their boss. It is inevitable because authority is given along with title. It might be a problem if the person above just tries to turn it into power.

If we try to have authority on our side, we can be misunderstood as an exercise of power, and at that time, people will try to remove such authority. Because authority is given. We know that Jesus also proudly used authority because it was given from the Father God. Proper exercise of authority is not a problem at all.

However, if authority is given, in the end, the focus should be on the shared purpose and those who are with it. It means that we should also care about people. It seems necessary here, too, to be responsible for each other's growth, which is essential in the concept of a team. No matter how good the authority is, it will not be seen as the right attitude if it is used for ourselves. Also, authority is a place where it should not be abused. It is also the CEO's responsibility to use the given authority correctly.

But the question is what to do when authority is not given, which is to declare that "I am the captain" when no one follows, and to give

no score at all in the workplace or organization, and not trust in a word, we should think about it seriously.

Therefore, first of all, I believe that our own concept of authority is important. I think there will be trouble if we try to win it. It would be good to use when given. And when given, we will have to use it humbly. We shouldn't use it while ignoring the other person. A person without authority may already be depressed in itself, and may have a slight sense of inferiority, so there is no need to add to it and hurt it. In other words, I think sufficient consideration is needed for those who do not have authority.

APPENDIX

BUILT TO LAST

I found 7 Key PRINCIPLES for making success of short-term project as above. Today is totally different in everything from the past. Especially in leadership, yesterday's is not working properly today.

It was working then, but today's one is needful of today's one. For instance, to get done some project yesterday took for many years, but today it took one month. People don't wait for that long and on top today's people are ready to get done in that short time of period. I am looking back my writings and my previous ministry in this moment in terms of the twelve elements.

As I retrospect I was thinking "how do I kept to lasting up to now," and also "how it goes for the next generations." I am in this ministry nearly 20 years now. That's not short period of time, so how did I still stay at this ministry!

First, our brand was clear and appealed to the people all the way, and it was helpful for others, e.g., church & people. We began this ministry for churches, but now ordinary people enjoy for being PACEr and receive PACE. It's really beneficial to all of them, so still necessary.

Second, why I'm still in this ministry. I have been growing myself along with this ministry. That's important to be longevity, to build to last. We need to be grown up in both: individually and organizationally. Some organization is growing a lot, but individuals those who belong there are not grown up, so they leave one by one,

and also changing people very often. Also people are grown up but the organization is not grown up, stand still, so also to produce problem. Anyway we have to make grown up in both, then it can built to last.

Third, core team members were stayed longer, even many others are changed last years, but core members are still there for 20 years with me. Just like Jesus's core disciples who were with him always, from the beginning to the end.

Last, how to produce from generations to generations. That's definitely schooling. Whatever people talks about their opinions, only school makes another generation to come next 20 years, 30 years, 50 years and even 100 years. I hope that our work to do so. Dr. Melvin started this ministry and also hoping this ministry, his spirit can be to flowing smoothly to the next generations continually. I think it is possible.

This is the last part of this book but also important part. It is not easy for me because I am not experts on this topic, "how can we are going last" which is next five years, ten years, even more than ten years.

Previous written pages, almost one time usable, I mean 2 to 3 years we can follow it, then how can we go further years, just repetitions of them?

Fortunately, I found book of Jim Collins,' *Built to Last* (© 1994). This is not perfect book on this struggle, but through their research they show us a few clues. For instance; Creative, focus on the organization itself, keep core value, getting more bigger goal, try and try a lot even errs in there, to use inner personnel, get the new vision, so on.

As you see his findings are almost we know it and I wrote in this book, but let's try to see again for our longevity. So I will write one by one with my paraphrasing.

Above all, we need to be our own style. Look at Dr. Melvin the founder of Lay Pastors Ministry. He said himself a very ordinary person, but as you guess and I found that nobody is going follow his own style, so he is extraordinary person, I mean he has his own style,

and I could not explain what it is but he was different. That's why still many people remember him and honor him. In my research about him, I better called his character was particular, I could not follow him, of course I am very shortage to compare with him. Anyway he has his own style, probably God-given blessing. We need our own style, and if we keep it nicely, and develop it more positively, and more people-oriented, our ministry could last longer.

If we want to last our ministry, we have to be creative and also create new things, new strategy, new methods to approach in any given situations, new, new and new because yesterday's resources, for instance our knowledge, relationship skill, life experiences are not working for today anymore. So we need to be a creative leader and also to create everything differently.

Focus on the organization itself than our benefits. The Father of management Peter Drucker said every organization will be more successful if individuals are not thinking to get benefits from the organization. What is that mean? Yes, just should be focus on the organization itself. Anyway, if you want your organization for longevity, keep this principle "focus on the organization itself always," not other things.

We need to keep our original Value continually. In our case main value is "Everyone need care from others," in a word, CARING. As long as we keep this core value in our organization, in our ministry, in all the aspects, then our organization will keep on going longevity. So we have to be careful not to distract from this core value.

And we need to get bigger goal to keep on going longevity. In our case, we are now almost 20 years of this ministry. We moved with this procedures; 1st as an Institute; 2nd International Fellowship; 3rd Expanded to overseas; 4th Open two seminaries; 5th now to preparing University. This is how we kept our organization continually not closed down. For keep on our ministry forever, needed to open the University, so now you will understand what I mean.

As we keep in going, there are a lot of trials and errs. If we don't try anything new, no errs, no mistakes, but as long as we trying something new, something to upgrade, definitely we will get errs, and

through those errors continually, mistakes continually, we are learning more and more growing, then in the end we save our experiences. We must be growing through these mistakes and failures. You know this saying, "Failure is the mother of success." Definitely the genius scientist, Einstein found this truth, so he made it finally.

Also we have to use inner man-power. Sometimes we are tempted to pick more nice experts or professional person in that area, in our ministry from outside. But we'd very be careful and cautious, because it might be lead us into fatal mistakes, especially into our core group. Look at Jesus, even Judas Iscariot was not good for his vision, and also for his team, other disciples but still was in there. Can we look at this Open Letter on Leadership?

AN OPEN LETTER ON LEADERSHIP

*TO : Jesus, Son of Joseph
Wood Crafters Carpenter Shop
Nazareth 25922*

*FROM : Jordan Management Consultants
Jerusalem 26544*

Dear Sir:

Thank you for submitting the resumes of the twelve men you have picked for management positions in your new organization. All of them have now taken our battery of tests, and we have not only run the results through our computer, but also arranged personal interviews for each of them with our psychologist and vocational aptitude consultant.

The profiles of all tests are enclosed. You will want to study each of them carefully.

As part of our service and for your guidance, we make some general comments. These are given as a result of staff consultation and come without any additional fee.

It is the staff opinion that most of your nominees are lacking in

background, education, and vocational aptitude for the type of enterprise you are undertaking. They do not have the team concept. We would recommend that you continue your search for persons of experience in managerial ability and proven capability.

Simon Peter is emotionally unstable and given to fits of temper. Andrew has absolutely no qualities of leadership. The two brothers, James and John, the sons of Zebedee, place personal interest above company loyalty. Thomas demonstrates a questioning attitude that would tend to undermine morale. We feel that it is our duty to tell you that Matthew has been blacklisted by the Greater Jerusalem Better Business Bureau. James, the son of Alphaeus, and Thaddaeus definitely have radical leanings, and they both registered a high score on the manic-depressive scale.

One of the candidates, however, shows great potential. He is a man of ability and resourcefulness, meets people well, has a keen business mind and has contacts in high places. He is highly motivated, ambitious and responsible. We recommend Judas Iscariot as your controller and right-hand man. We wish you every success in your new venture.

*Sincerely yours,
Jordan Management Consultants*

You know what that means all about! Jesus has been completed with these people, e.g., with internal people. It caught our attention how Jesus had concept on the people.

And finally, we need to get really New Vision continually, in our case as I told you already I have never thought to make University that was not my dreaming, my vision with my very limited resources, so I only thought of schools. So Melvin's University is really New one to every people, in Korea, in the States, even in Africa.

But the New vision makes us to grow enormously. Actually from this

vision, I could think to write for this book. If only I thought this present seminary, I will never get challenge to write book. But I have written this by God's grace.

Ending is NOT real ending

Ending is another beginning, so we need use it well. We used to hear at graduation that "commencement is not the ending, but it's a new beginning." I discovered it as one word in dictionary, e.g., commencement included the concept of beginning. I have learned literally meaning of commencement itself. Yes, that is not ending but new beginning!

In our ministry, this the one way and definitely acceptable concept once we completed one ministry, which means one project in the ministry, and then we need to begin another updated project that more higher project, then our ministry can keep on going longer, and in longevity, and at all it goes lasting.

How can we build new one, new project, upgraded one? It is might be questions to us. If so, I can say we have to be creative. Creative leader! What is that mean! For me as I work for something, particular project, as long as I pressed on, as much as I concentrate on that project, I found myself to be creative. Actually I am not creative person, but as long as I focused on the given project now, ideas came out from my mind continually. So I can say I am creative and create something useful continually. I am not saying "create" itself. If we add some new ideas to change, to upgrade our present situations we are creating, must be creative automatically, unconsciously, maybe, we can say "adaptable" to the given new situation!

Actually we don't need to try to find totally new one in the world. Actually there is no new one in the world. Everything new one we found is among under the God's hand, God's reign. So we are adapting to the given new situations continually, then people are saying you are creative!

Expansion of Landing Spot

I found that the final destination can be moving more higher level, or more expand than previous one. This is natural if we grow continually.

For instance in my case, we have started Institute (in 1999) and six years later which was around in the year of (in 2006), we tried many years to move up to schooling in Korea but it didn't work. And much later started PACE International Fellowship (in 2012).¹ It was another extension, e.g., expansion. And then we opened PACE International Seminary in Nagaland India (in 2015, another expansion), and opened LPM Theological Seminary in Kenya (in 2017, another expansion), so finally we have decided to shift LPM Seminary to Melvin Theological University by (in 2021), its definitely another expansion. Maybe this is final and final destination, e.g., final landing spot.

So as you have seen it, from 1999 (to 2006 to 2012 to 2015 to 2017 to 2021), we have moved LANDING SPOTS a few times, actually expanded continually time to time. And people have seen it and followed where we are headed last many years. That is natural and no problem at all, to extend and to expand our ministry continually. So better to move up continually than getting downhill or shrinking.

Ministry Cycle

I have written about 'ministry cycle' for a few years ago in my book, "Reflection on the Lay Pastors Ministry." At then I touched only 6 years of ministry cycle briefly, and I will write down here a bit more in depth.

As I said, we LPM Korea tried to shift from Institute (opened in 1999) to the others, upper level, e.g., PACE International Fellowship (2013–2014), and schooling. Finally in 2015, we opened school, PACE International Seminary (PIS) in Nagaland India. It's almost 6 years gone already.

As you guess, it is done of ministry cycle. Yes, that is true. We talk a lot between I and principal Aloto. We talk almost everything,

everyday. Now we don't talk anymore like before, WHY? yes, 6 years gone (from 2014-2020)!

Let's move onto LPMI USA. They started this ministry in the mid of 1980's. Now already 35 years gone. Of course, USA is more big country than Korea, Nagaland. So their cycle is a more long than 6 years, probably 10 years-cycle?

Anyway, they spent many 3-4 times of ministry cycle already, boring enough. I found they were shrinking, downhill at 15 years of ministry. Yes, something happened slowly. Now, so..almost closed down, because they did not look at "the future already happened, into their hands, so time to closed down.

And so, now let's move onto MTU Kenya. We are trying to make Melvin University in Kenya as already you know. Probably it will be open next year, Many 2021. And 6 years will be gone as a regular cycle, of course schooling is different from just Institute, but we need to think of it, 6 years of cycles.

Why do we need to become a Level 5 leader? Recently I think a bit more on the necessary for being a Level 5 leader; e.g., humility and professional. I need to be more professional in the management of how it is going in terms of MTU procedures, because it's getting more complicate, more intellectual people come around, more competent people around, so I need to talk with them in the level of their point of view. And, in the other hand I feel I am afraid how to relate with those competent people? So I got answer myself. Aha, I need to be more humble. Of course I am ready to cope with this reality in academically, in the leadership for upcoming, but still I need to be more humble person. That's why Level 5 leadership is more important, especially for myself.

Functions of top leader

I found for a couple of qualifications to be a top leader. First, top leader should be brave to go forward even in the worst times, because in those difficulties people are afraid to go forward and also hesitate to jump into the rolling waves, then the top leader has to

jump into the danger pool first, then people around see what happen to the leader. He is still alive and to keeping going. People surprise then and accept the leader is real leader of their present and also their future.

Second is the sacrifice of themselves. Once people see the sacrifices of their leader, they move their hearts, because their leader takes every worst things bosom in their hearts, their personal acceptance, so they know more understandable what the leaders are.

Third, leader gets attention of people to the final destination. That's important function of top leader. That needs very skillful leadership, and demeaning more concentration than any others in the group.

Always, should be focused on the where they are headed and when/where to landing. People want to know constantly where they are going and when to land there.

Last, top leader should be crazy to accomplish its given mission. No question about it. Everyone out there should sayings their leader is crazed to do that job completion. Actually, he should be crazy to do that job done, the job done is possible. I mean top leader has to use all of his energy and all resources around, then the mission possible.

My personal growth.

How do I have grown up to now? It's interesting to look back myself how I have been. Actually, I haven't growth very much before I met this ministry. I appreciated encountering Dr. Melvin and this ministry because it made me grow a lot.

First, I got growth through this ministry. It was challenging for me because it is new and heavy work to me, I guess, but it was interesting as well. However, I didn't feel difficulty in this ministry, rather I think I enjoyed it and in some sense last 15 years was happy working for the good of the people. I was busy all the time; visit churches, make newsletter weekly, monthly, quarterly, even yearly journal (150 pages), and staff meeting in the office, and out there as informally, so I have learned a lot from the ministry duty itself.

Second, I have grown up through mentoring of Dr. Melvin J.

Steinbron, the founder of LPMI and my personal mentor from the very beginning up to now, last 15 years; even sometimes we had personal international call. He was really good to me, so I am here what I am today. When I met him first time, I was really a novice, I didn't know anything about this ministry, but through him my eyes were opened, I could see churches and ministry all over the world. I found if we want to grow, we need mentor who help us individually and also in ministry. Through him, I have developed more materials which were based on his original material, and have learned how to manage this ministry in the office and out there to churches, he guided me sometimes while I didn't know which direction is correct, I have believed him because he had a lot of experiences than me, he had 30 years and I had only 15 years of ministry. Of course sometimes he confronted me which was not very often, once in a few years, I remember twice in last 15 years.

Lastly, I think I have grown up through challenges, difficulties from inside and also from outside. We know that failure is the mother of success, but I can say here that challenge is the cousin of growth. So we need it, and for me sometimes I made challenges from myself, perhaps it was enjoyable, I am a kind of risk-taking person, so it made me growth.

Leadership Baton

I have seen the passing of the LPMI Leadership Baton from Dr. Melvin the founder, to Tom Parrish the General Secretary at the USA Conference many years ago. Dr. Melvin gave him the mantle just like Moses gave it to Joshua, and Elijah to Elisha, it was very exciting to see Dr. Melvin put the mantle to Tom Parrish's shoulder.

Today, I think I have done the same thing to Mr. Aloto Anche, the national director of LPM India. It's not just physically passing down to him, but I feel my burden becoming lighter, and his burden becoming heavier.

I have met Aloto for about two years ago, and I have trained him with PACE for about a year, and putted the ownership of LPMI India

into his hand now because we together began the PACE Seminary in Nagaland(India) so he became the Principal of the School and National director of LPM India, and also I told him many things what I have in mind, almost 1 to 10, means from the beginning to the end, and gave him many resources what I have in my personal computer, which I had collected, developed for the past many years.

I think we were good at the starting point, and so far so good, and I believe we passed and received the LPM baton very well. However, I think passing the baton itself is not enough, it's only passing something to the others. After passing the baton, more important things, more difficulties come down to our hands and to our shoulders.

For me, I gave him many resources, but I worry if he is doing well? Is he starting well? And he still has the same vision, same passion? When people receive the baton, their energy, interest are mounting up, but sooner or later their energy and passion are dying, of course it's according to the person. So even though they have a baton, they need to be nurtured strongly from time to time.

I think I gave Mr. Aloto many materials, information, resources, data's, and shared my experiences, but there are some difficult for him to do because it's new to him, I mean he has no experiences yet, and also present situation of Nagaland churches are different from mine, Korea and also USA. People might not accept his proposal in the beginning because it's also new to them, and on the other hand people don't accept that whether he is the national director or..., and also people didn't see what he got in his hand, this baton... therefore need time and patience for a while.

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About the Author

ByeongChea Seo

SungKyul University, Korea (B.A)

McMaster University, Canada (M.Div)

Methodist Graduate School, Korea (Th.M)

Graduate Theological Foundation, USA (Ph.D)

Yale University, USA (Divinity, postdoc., 2006)

Oxford University, UK (Wycliffe, postdoc., 2012)

Director of Lay Pastors Ministry Korea (1999-2014)

Former President of PIS, Nagaland India(2015-2020)

President of Melvin University, Kenya Africa (since 2021)



Dr. Byeong was a National director of Lay Pastors Ministry in Korea. He has opened the Institute in 1999, and was working for Korean churches nearly 15 years with staff members. He had been the founding President of PACE International Seminary, Nagaland India (2015-2020).

Among his credentials are: CPE, Oxford Regional Center (ORC, Wookstock, 1990)

CPE, Whitby Psychiatric Hospital (WPH, Whitby,1991)

Adjunct professor at Sungkyul University (2002)

Vice-chair of Lay Pastors Ministry Theology Association (2008)

Leader of PACE International Fellowship (2013)

General Editor of Internet Encyclopedia of Lay Pastors Ministry (2015)